An integrated Public-Private Collaboration (PPC) framework to enhance a country's resources: a case for Namibia

by

Rauha Nangula Uaandja

submitted in accordance with the requirements

for the degree of

DOCTOR OF BUSINESS LEADERSHIP

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: Prof M Tshehla

JANUARY 2024

ACKNOWLEDGEMENTS AND DEDICATION

This study has taken longer to produce than I would have anticipated and has seen me through transitioning from a career as a private sector leader to that of a public sector. The transition process has equipped me to make more informed conclusions and views about the challenges our nation faces and provided valuable insights and perspectives, that enable me to appreciate the importance of collaboration in addressing our collective challenges effectively. First words of appreciation always go to my Father in heaven who has called me and equipped me to love and serve Namibia. I thank the Lord for giving me a great earthly father, Tate George Nelulu who has been and continues to be a source of love and wisdom and Bishop Elizabeth Arowolo as well as the Dawie family who keep me in constant prayer. Appreciation to my supervisor, Prof. Makgopa Tshehla, for his guidance, support, candidness, openness, and availability. To the participants in this study, the statisticians, and all those who contributed and/or supported me in one way or another, this work would not have been possible without you.

Getting here would not have happened without the support and assistance of so many people. As a single mother of three boys, two of whom were teenagers in high school when I started this journey and are now at the university while one is still a secondary scholar, it required a village to provide childcare support. This was necessary as I navigate the role of a leader in career transition, establish a new organisation and study simultaneously. Appreciation is extended to my family members especially Nanghelo, Nelulu, Dax, me Ndalila, Domupolo, Naapopye, Linna, Dux, Komeni, Lucky and many others who made this journey possible.

Assuming the role of founding CEO of NIPDB in the public sector is one of the most exciting roles I have ever played in my life. Appreciation is extended to His Excellency Dr. Hage G. Geingob, the third President of the Republic of Namibia, for the opportunity to serve Namibia in this role. Also, much appreciation to my colleague Jessica Hauuanga for joining me on this journey and continuing to play the supporting and encouraging role for over twenty years in my life. Finally, I want to express my gratitude to my former colleague and son, Gawie, who was my co-founding employee at NIPDB. Thank you for the last nights spent putting everything in place to ensure a smooth transition so that when I came on full-time board on 1 January 2021, I hit the ground running. I extend my gratitude to the Presidential Advisors, the former employees of NIC, the operationalisation task force members, the first advisory board members, as well as the executives and employees of NIPDB, especially Vistorina, and Chemell. Thank you for your continued support and guidance as we navigate the road less travelled and find solutions together.

This study is dedicated to my boys, Tuamona, Tuayambekua, and Utalala. I love and appreciate you. You are very understanding, supportive, and wise young men. May you live to shine and fulfil your God-given purposes.

DECLARATION

Name: Rauha Nangula Uaandja

Student number: 67120199

Degree: Doctor in Business Leadership (DBL)

The exact wording of the title of the thesis as appearing on the electronic copy submitted for examination:

An Integrated Public Private Collaboration (PPC) Framework to Enhance a Country's Resources: A Case for Namibia

I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the thesis to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

31 January 2024

SIGNATURE DATE

ABSTRACT

Developing countries like Namibia are endowed with resources providing opportunities for economic development. However, the public sector controlling those resources does not always possess complementary assets needed for value-addition and wealth creation. The private sector possessing the requisite skills extracts natural resources and exports them in raw form to one processing centre where the cost of production is low. This misalignment of resources results in countries with resources endowment losing out on their value. In Namibia, there is rising tension as public and private sectors accuses each other of doing little to alleviate the socio-economic challenges facing the populace. In the absence of a well-coordinated public-private dialogue, these accusations and shunning of responsibilities continue while socio-economic challenges persist. This study researched Namibia's approach to PPC resulting in developing an integrated PPC Framework to enhance the resources of the country. Although practised over centuries, PPC in a formalised and governed practice is relatively new in comparison to the well-established PPP. The objectives of this study were achieved using combined instruments based on MMR. These instruments include gathering of primary data using a survey, review of secondary data on companies and countries, and interviews. Primary data was collected from 389 participants responding to an invitation sent to 1,000 out of a population of 3,000 senior leaders in the public and private sector as well as other stakeholder groups. Furthermore, interviews were conducted with 30 participants selected from the three groups. The outcomes of the quantitative and qualitative methods were integrated using the sprinkling and mixing/stirring approach. The result of the study indicates a misalignment between the ownership of resources and complementary assets required to enhance value. The findings further point to insufficient investment in R&D for building complementary asset capabilities by both the public and private sectors. Finally, the study revealed that PPC would be a valuable avenue to assist in solving challenges faced by the country and positively contribute to economic development. The proposed PPC framework, based on Namibian circumstances, aims to be universally applicable and replicable. Allowing for slight amendments, it can be applied to countries facing similar challenges.

KEY TERMS

Complementary Resources; Economic Development; Foreign Direct Investment; GDP Rate; Gross Domestic Product; Natural Resources; Public Policy Design; Public Private Collaboration; Public Private Dialogue; Public Private Partnerships; Social Exchange Theory; Unemployment Rate

TABLE OF CONTENTS

LIST OF ACRONYMS

BIPA	Business and Intellectual Property Agency
BON	Bank of Namibia
CEO	Chief Executive Officer
CoM	Chamber of Mines
EDB	Economic Development Board
EFA	Exploratory Factor Analysis
EU	European Union
FDI	Foreign Direct Investment
G20	Group of 20 (Group of the World's Major Economies)
GCI	Global Competitiveness Index
GDP	Gross Domestic Products
GST	Goods and Services Tax
HDI	Human Development Index
IBM SPSS	IBM's Software: Statistical Package for the Social Sciences
ICT	Information and Communication Technology
IEF	Index of Economic Freedom
IMF	International Monetary Fund
IT	Information Technology
JAB	Joint Advisory Board
LA	Local Authorities
MMR	Mixed Methods Research
MSME	Micro Small and Medium Enterprises
NEEEF	National Equitable Economic Empowerment Framework
NIPA	Namibia Institute of professional accountants
NIS	National Innovation System
NSA	Namibia Statistic Agency
OECD	Organisation for Economic Cooperation and Development
OFDI	Outward Foreign Direct Investment
OMAs	Offices, Ministries and Agencies
PAYE	Pay As You Earn

PCA	Principal Components Analysis
PPA	Public Private Agency
PPC	Public Private Collaboration
PPD	Public Private Dialogue
PPC-F	Public Private Collaboration Framework
PPF	Public Private Forum
PPI	Private Participation in Infrastructure
PPP	Public Private Partnerships
PSB	Productivity and Standard Board
PSF	Private Sector Federation
R&D	Research and Development
RDB	Rwanda Development Board
ROA	Return on Assets
ROE	Return on equity
RPPD	Rwanda Public Private Dialogue
RQ	Research Question
SACU	Southern African Custom Union
SADC	Southern African Development Community
SET	Social Exchange Theory
SITRA	South India Textile Research Association
SMART	Specific Measurable Achievable Relevant Time-bound
SME	Small Medium Enterprise
SOE	State Owned Enterprises
SPTA	Strategic Plan to Transform Agriculture
SSDS	Singaporean Skills Development System
SST	Sales and Services Tax
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNISA	university of South Africa
USA	United State of America

VAT	Value- Added Tax
WBG	World Bank Group
WTO	World Trade Organisation

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1: INTRODUCTION

1.1 INRODUCTION

Several developing countries such as Namibia are endowed with different types of resources some of which are tangible while others are intangible (WorldAtlast 2019). Tangible resources are resources that have physical attributes that one can touch and feel, and these include minerals, marine resources, wildlife, human resources, land, and others. On the other hand, intangible resources are resources that do not have physical attributes but are also considered to be beneficial in deriving economic benefits. These resources include geographical location, natural beautiful landscapes, and so forth. Efficient allocation and management of these resources including the development of complementary resources are some of the significant determinants of the economic, social, political, and environmental successes of a country (Barro 1996).

While the economic success of developed countries has moved from dependency on physical/natural resources to other sources of economic growth, developing countries are still considerably dependant on the economic performance of natural resources (Gopinath 2019). These resources are usually exported from developing to developed countries in raw forms, without much value addition, and are thus sold at fluctuating prices that are determined by developed nations (Kedir *et al*. 2016). Consequently, these resources do not always yield maximum economic benefit for the countries of their origin.

There is an ongoing global concern about what can be done to ensure that countries' resources are enhanced and managed inclusively to solve the challenges of inequality and poverty. This is accompanied by challenges that the public or private must tackle, the roles they should play, and the responsibilities and/or commitments they should accept in this regard. As such, a call to define the roles and responsibilities of each sector combined with the definite need to grow sustainably has led to initiatives such as the UN Sustainable Development Goals (SDG) (UN Global Compact 2017) and the Africa 2063 Agenda. The question is then, what roles do the private and public sectors have and how can they collaborate to achieve efficiency? The public sector is usually entrusted with the responsibility of stewardship, fair and equitable allocation of resources as well as promulgation and administration of reasonable, firm yet business-friendly laws and regulations aimed at ensuring that such resources are not overused but are utilised sustainably and strategically (Barro 1996; Fatas and Mihov 2017; Atiq and Haque 2018). In contrast, it is the responsibility of the private sector to exploit these resources, add value to them, and ensure that they are managed in a sustainable manner that yields maximum productivity for the economic advancement of all stakeholders. The roles of the private and public sectors are complementary and therefore, collaboration should be a prerequisite for success in this regard.

Several studies have revealed that there is more to gain when the public and private sectors work together (Wright and Stratton 2009; Bland and Overton 2014). Bland and Overton (2014) noted that public and private investments serve different purposes and affect policy outcomes in disparate ways and thus one cannot substitute the need of one over the other. They concluded that if a country is to achieve economic success, it will require a thriving private sector, creating jobs and operating efficiently and effectively, supported by an enabling environment that is created by the public sector (Bland and Overton 2014). While private investments prove to drive economic growth and create wealth for business owners, public investments are primarily used as leverage to increase the effectiveness of private sector investments. As an example, for countries to grow the next Silicon Valley and increase their chances of prosperity, both government and business leaders had a role to play (Miller and Cote 1985). The role of corporate leaders is to drive policies and strategies that promote contracting out and venturing, using private and not public funds. Government leaders have a secondary role whose aim is mainly to create a supportive enabling environment and encourage state-of-the-art research in the country/region.

To date, however, collaboration between the private and public sectors has been solely focused on Public Private Partnerships (PPP). The PPP concept which has been around the globe for a number of years, has several definitions based on specific country contexts as each country works to ensure that their local definition is included in their respective laws and legislation. The PPP Knowledge Lab (2020) defines a PPP as:

> '…a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance.' (p. 1)

The proposal for this study is for Public Private Collaboration (PPC). While PPP emphasizes specific project contracts and especially covers infrastructure, PPC is a more informal arrangement between the two parties to work together to achieve desired results. A framework supported by a managing agency would assist in monitoring, measuring, and evaluating the outcomes of this arrangement.

The ultimate success of the collaboration is measured through the monitoring of various social and socio-economic indicators. Ivanová and Masárová (2018) acknowledge that the main measure of a country's economic success is Gross Domestic Product (GDP) which is a determinant of the value-added of a country's production. They, however, caution that there has been criticism of GDP and urge national leaders to consider other non-economic indicators such as GDP per capita, Human Development Index (HDI), Global Competitiveness Index (GCI), Index of Economic Freedom (IEF), Prosperity Index, Corruption Perception Index, Gini co-efficient and others, as high GDP does not automatically mean a successfully working economy and a satisfied society (Ivanová and Masárová 2018).

While this study uses Namibia as a case study, its core message and the learnings are universal and can be equally applied to any developing country. However, such application comes with a caveat that such learning will be more meaningful for countries with characteristics, features, attributes, policy environments, and backgrounds similar to those of Namibia. In the absence of such similarities, amendments and/or additional research could be necessary.

1.2 BACKGROUND AND CONTEXT

The role of the public and private sectors in Namibia is recognised and emphasised by the Namibian Parliament (1998) in our Constitution which states that:

> 'The economic order of Namibia shall be based on the principles of a mixed economy with the objective of securing economic growth, prosperity, and a life of human dignity for all Namibians.' (p.47)

The main objective of adopting a mixed economy is to secure prosperity and a life of human dignity for all. This means that the country acknowledges that both the private and public sectors have a role to play in advancing the socio-economic prosperity of the country. Prosperity has, however, so far eluded Namibia and various indicators show that the progress made since independence is either not significant enough or has started to decline.

Although the country has experienced positive economic growth, particularly between the years 1995 and 2016, recent developments indicate that this is no longer the case. Indeed since 2015, Namibia's economic growth has been slowing down significantly ending in a real GDP contraction of 1.2% in 2017 (Knoema Corporation (US) 2017). With this poor economic performance, the country's investment rating has been downgraded to junk status by rating agencies. The country's rising debt level, the growing budget deficit, the government's high wage bill, ongoing transfers to Public Enterprises, and some proposed government policies like the New Equitable Economic Empowerment Framework (NEEF) are some of the factors that the rating agencies considered regarding the BB+ rating, which is one notch below the investment grade of BBB- (Ngatjiheue 2018). Besides economic growth, statistics also show that with a Gini coefficient of 63.9, out of a possible highest score of 100 (worst), Namibia is one of the most unequal countries in the world (Achim 2018). Other economic and socio-economic indicators reveal an unfavourable rank for Namibia as highlighted in Table 1.1. (Namibia rank/Total number of countries):

Table 1.1: Namibia Ranking in Major Indices

Major Indices (Latest Available)	2018-2020
Global Competitive Index (Schwab, Sala-i-Martin and Greenhill, 2018)	100/140
Human Development Index (Achim, 2018)	128/189
Corruption Perception Index (Transparency International, 2018)	52/180
Index of Economic Freedom (Kim, Roberts and Lucia, 2019)	99/180
GDP Per Capita (Gopinath, 2019)	108/194
Prosperity Index (Stroud, 2018)	70/146

As evident from these ratings/rankings, Namibia today finds herself in an economic dilemma where many other countries, states and/or regions have previously found themselves. While some might not have turned their situations around, several countries have managed to overcome their economic challenges. Before the implementation of partnerships and collaboration in Danville, Virginia, USA in the latter half of the 1990s, the region's economy, was beginning to show signs of fragility due to the grim future of the industries that supported it, namely tobacco and textiles, even though the economy was still strong (Wright and Stratton 2009). This situation changed in the early 2000s when the region recorded an influx of investments when several private entities opened their headquarters resulting in the creation of close to 6,000 jobs in the region. Wright and Stratton (2009) attributed this economic success to several factors including:

> 'private sector leadership commitment to create a vision for success and to provide the necessary political cover for the public sector to pursue that vision… (p.32) …Public/private sector cooperation is an essential ingredient for success. A coordinated effort between the business community and local government not only results in a climate that is business-friendly, but it also provides unique opportunities for joint efforts in financing and general services to both new and existing employers.' (p.38)

These successes do not, however, just happen. To foster positive working relationships between the private and public sectors and attain prosperity, a few prerequisites must be met. Von Malmborg (2003) found that organisational capacity to participate, bottom-up perspective and realistic objectives, project competence, and mutual trust are some of the conditions that must be present for public private collaboration. He noted that in Sweden after a limited trust was established, the private sector would initiate partnerships with the public sector believing that doing so would lead to economic gain by boosting the organisation's capacity for doing business in the short term and increasing the organisational competence or strengthen its social relations with other local and regional community actors in the long run. Fleming and Leonard (2004) noted that despite its fragmented jurisdiction, St Louis, USA's 'can-do' spirit has resulted in the region gaining economic success through collaborative efforts. They concluded by emphasising the significance of a cohesive approach to a unified economic development strategy in today's economy. As such, success is a result of concentrating and figuring out ways to better collaborate. It does not just happen but takes concentration and collaboration from the government and business alike.

To solve the challenges facing Namibia and achieve the desired level of performance on these measures, various initiatives must be taken by both the public and private sectors to ensure efficient management of the country's resources. However, at this critical time when the public and private sectors need to work together to grow the economy, the government has been introducing several laws that are seen as anti-competitive and can result in further private capital outflow. Examples of such laws are the National Equitable Economic Empowerment Framework (NEEF), proposed amendments to Income Tax especially regarding dividend tax and non-deductibility of royalties paid by non-diamond mining companies, Namibia Investments Promotion Act, Education Bill, Financial Services Sector Bill with some dire consequences for Pension Funds and other related regulations (Brown *et al*. 2018).

Several causes, such as the difficulties associated with previous PPP failures, may be to blame for the breakdown in the interaction between the public and private sectors. While there has not been a study and/or formulation of a PPC strategy in Namibia, a closer concept, PPP, is well known and has been studied to some extent in the country. Even though a formal PPP policy for Namibia was only implemented in the past four years, PPP transactions have been concluded in the country since independence in 1990. In this regard, the country has had varied experiences, gained through many failed and a few successful ones. Further details on PPPs in Namibia have been covered under Chapter 3 (Literature Review).

The need for public private collaboration, however, goes beyond PPPs. PPPs, by nature, focus on developing the country and working in partnership projects with a special focus on infrastructure projects. The proposed PPC will focus on ensuring that the resources of the country are entrusted to and managed by the sector that has the potential to generate maximum benefit for the country at large, with each sector playing in its lane, however, collaboratively.

1.3 PROBLEM STATEMENT AND RATIONALE OF THE STUDY

Namibia is experiencing challenges in collaboration between the public and private sectors. There is tension and difference of views over the roles that various sectors should and should not play to address the nation's triple challenges of inequality, poverty, and unemployment (Ngatjiheue 2018). This tension and the differing views are evident in certain actions that are taken by the respective parties in an effort to counter the perceived inability and/or unwillingness of the other to act in a selfless manner that takes into consideration the benefits of all stakeholders in the country.

To 'intervene' where the private sector has failed, the government is spending public resources in areas that are not in line with their core responsibility and where they are not best placed to serve. As a result, resources are not managed most effectively and efficiently. In addition, the government promulgates laws and regulations that are deemed necessary to redistribute resources that are concentrated in the hands of the rich few to the impoverished multitude (Brown *et al*. 2018). On the other hand, due to this misappropriation, the private sector is taking various actions to protect their resources from the government. These actions include refraining from investing in new ventures and rather keeping their investments idle and unproductive in cash and cash equivalent, selling of assets, and repatriation of cash from the country to other countries where they believe they can increase their earnings and/or keep such assets secured. Most of these actions is reflected in the significant decline in the country's Foreign Direct Investments between the years 2015 and 2021 (Macrotrends 2024).

As the economy continues to face headwinds, the government has introduced a PPP regulation to foster closer collaboration between the public and the private sector. However, although there is recent movement in its implementation, the country has not yet experienced significant benefit from this significant policy (Uaandja 2017), (Kaupa, Kamuinjo and Shindume 2022) and (Mberema 2022). The current PPP in Namibia is limited by a number of factors, including the concept's emphasis on specific projects and the law's prohibition of unsolicited private sector proposals, which means that opportunities are only available at the initiation of government bodies. Additionally, there is no formal platform for dialogue between the public and the private sector; the private sector is segregated into various sector bodies and lacks a strategy for engaging government and likewise, numerous government bodies that interface with the private sector are segregated and uncoordinated. These issues point to a national culture of lack of collaboration and cohesiveness in solving the challenges faced in the nation. The implementation of a PPC framework is expected to yield benefits that will foster collaboration and partnership between the public and private sectors not only on a project-by-project basis but also in the formulation of the national economic development strategy and ongoing active participation in its monitoring and execution.

Despite these obstacles, which are detrimental to Namibia's economy and prosperity, no study has been undertaken to determine why collaboration is not happening in Namibia, especially during these dire economic times. Further, even though an understanding may be obtained, and willingness might be there to collaborate, there is a need for a detailed framework that outlines the steps and activities that should be taken to ensure that such collaboration is practical and fruitful.

1.4 RESEARCH QUESTIONS

The study purposes to address the following research questions:

RQ1: When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

RQ2: What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

RQ3: Does collaboration between the public and private sectors increase the economic performance of Namibia's resources?

RQ4: What PPC Framework would be appropriate to enhance the resources of Namibia?

1.5 THE AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to determine the extent of collaboration between the Public and Private Sector in Namibia, to identify areas of further collaboration necessary to increase the productivity of the country's resources and to develop an integrated Public-Private Collaboration (PPC) Framework to enhance the country's resources for Namibia.

In particular, the objectives of the study are to:

- Determine the allocation of ownership and control of the country's natural resources between the public and the private sectors and the current performance thereof. This was followed by the determination of complementary resources that are a pre-requisite for exploiting and deriving maximum benefit from the country's natural resources and the current ownership thereof;
- Establish the extent to which the country has implemented PPPs and/or PPCs to date, the successes and/or failures thereof and identify gaps that can be exploited for further collaboration between the two sectors;
- Identify whether and how further collaboration between the public and private sectors can enhance the productivity of the country's resources and lead to better economic performance of the country; and
- Develop and validate an integrated Public-Private Collaboration (PPC) Framework to enhance the country's resources for Namibia.

1.6 RESEARCH HYPOTHESIS

The following hypotheses will be tested during this study:

Hypothesis 1

H_0: There is no relationship between ownership of Namibian resources and that of complementary resources that can enhance their performance.

H_1: There is a relationship between ownership of Namibian resources and that of complementary resources that can enhance their performance.

Hypothesis 2

H_0: No success factors have been observed in the implementation of PPP or PPC in Namibia to date.

H_1: Several success factors have been observed in the implementation of PPP or PPC in Namibia to date.

Hypothesis 3

H_0: Collaboration between the public and private sectors does not increase the economic performance of Namibia's resource.

H_1: Collaboration between the public and private sectors increases the economic performance of Namibia's resource.

1.7 SIGNIFICANCE/BENEFITS OF THE STUDY

Uaandja (2017)'s study on constraints to implementing PPPs in Namibia indicated that 87% of the sample of private and public sector participants believe that PPPs are a valuable tool for the economic development of the country. However, there are many hindrances to implementing PPPs which have resulted in limited to no progress in such implementation.

In summary, of the twelve (12) constraints to the implementation of the PPPs, the top 4 low-rated constraints (rating of 6.5 and higher out of 10 - 1, not an issue, and 10 worst) relate to issues that were perceived to be government-controlled challenges, i.e. lack of consistency and poor governmental management; unrealistic or unclear government's criteria for project award; lack of policy direction among political leaders and policy bias toward traditional public procurement systems over PPPs. These constraints were followed by concerns about poor governance and ethical issues. Of the least 4 rated items which all received an overall rating below 5, two relate to controlled matters in the private sector i.e. lack of interest in projects from the private sector and private sector delivery of Public Private Partnership, and the other two are macroeconomic and political stability. In the category of other constraints, while a few unrelated items were brought to the fore, the one concern raised by more than one respondent relates to the issue of lack of trust between the public and private sectors (Uaandja 2017).

The triple challenges of inequality, unemployment, and poverty that Namibia faces cannot be single-handedly solved by the public or private sector. All current indicators suggest that these sectors cannot continue to operate in the manner they have been doing for more than 30 years since independence and expect to make any breakthrough. The public and private sectors would have to build the necessary trust that would enable them to go beyond building ad hoc partnerships on individual projects, collaborate more, and allocate the responsibility and management of certain resources to the party most suited to derive maximum benefit for the country. Accordingly, there is a need to understand, evaluate, and investigate several questions such as a) What factors determine/influence the country's resource performance in general? b) How is the country currently performing in managing these resources? c) What is the expected role of each sector and how are they currently performing in that regard? and d) What actions should be taken to address issues of non-performance and increase the productivity of the country's resources? Finally, from the results of this study, an Integrated PPC Framework to enhance the country's resources is developed.

Based on the previously mentioned study findings, as well as the study's introduction and backdrop, it is clear that the nation is dealing with significant issues, and that the public and private sectors must collaborate to find solutions to these challenges. However, the level of trust between the two sectors remains strained as demonstrated by the limited implementation of PPPs despite the implementation of policies in this regard. In addition to touching on PPPs, this study also examined collaboration in general and the steps that should be taken to strengthen trust and improve working relationships between the two sectors. The gap between the public and private sectors cannot be bridged unless trust and rapport are established between them and their respective motivations for behaviour and drives are well understood.

The specific outcomes of the study are a detailed framework showcasing the various stakeholders involved in collaboration. These are then followed by recommendations of the procedures that should be followed to organise a structured format of collaboration and the key factors necessary to enable an effective and efficient process in this regard. The framework further indicates the expected outcome of the allocation of responsibilities. Each sector should be held accountable for the outcome of the responsibilities allocated to them with specific metrics attached to each allocation.

To maintain effective monitoring and evaluation, an agency with representatives from both sectors would need to be created. The main responsibilities of that agency would be to co-ordinate economic activities and create a platform for the public and private sectors to engage formally in dialogues and adopt country strategies that promote efficient management of resources and subsequently achieve the country's social and socio-economic ambitions. Finally, the agency would be responsible for periodic reviews and reporting on the economic activities of these sectors.

The framework developed through this study has the advantage of assisting both the public and private sectors in finding solutions that will benefit the nation and, consequently, enable each sector to accomplish its respective objectives. The framework lays out specific, practical steps that should be embraced and taken by each sector to ensure they operate within their limits and appreciate that each of their unique contributions will be monitored, measured, and evaluated accordingly. This will support the development of transparency and accountability for each sector's performance, both to the individual sectors and to the country as a whole.

1.8 DELIMITATIONS AND SCOPE

The study focused mainly on economic ministries, ministries with experience in the PPP space, and large commercial State-Owned Enterprises. Furthermore, participation by the private sector is limited to certain entities. For example, not all registered companies are included as the focus is on companies with a primary listing on the Namibia Stock Exchange and large unlisted private-owned enterprises.

1.9 LIMITATIONS

As the study covers all sectors and provides an overall country view, there are limitations pertaining to the number of entities and individuals included in the surveys. There are various private entities, government offices, ministries, and agencies (OMAs) as well as State Owned Enterprises in the country and not all of them are included in the study.

The study also includes a comparative analysis with secondary data from about four other countries. It was also challenging to obtain the required data and find ideal countries to compare to Namibia.

1.10 CONCEPT DEFINITIONS

The key concepts noted in this study are defined as follows:

Complementary Resources – complementary resources are resources that are necessary to derive economic benefit from natural resources (owned by a country) and are usually possessed by the private sector. These resources include human capital (Barro 1996; Kurtishi-Kastrati 2013; Seleteng and Motelle 2017), entrepreneurship (Naude 2008; Schutte and Barkhuizen 2014), private sector investment, and technological advancement.

Economic Development – government actions including specific policies, activities or programs that are aimed at bringing about a growth in the economy with the eventual expected outcome of improving the quality of life for the population (British Columbia 2024).

Foreign Direct Investment – flows of direct investment equity in the economy of the reporting country. This equity usually includes equity capital, loans advanced, reinvestment of earnings as well as other capital (The World Bank 2024).

GDP Rate - Annual percentage growth rate of GDP at market prices based on constant local currency. Aggregates are based on constant 2015 prices, expressed in U.S. dollars (The World Bank 2024).

Gross Domestic Product **(GDP)** - the total gross value added by all resident producers in a specific economic jurisdiction inclusive of any product taxes and excludes any subsidies which are not included in the value of the products (The World Bank 2024)

Natural/Country Resources – Resources endowed by nature to each country. Some of these resources are tangible while others are intangible. Tangible resources are resources that have physical attributes that one can touch and feel, and these include minerals, marine resources, wildlife, human resources, land, and others. On the other hand, intangible resources are resources that do not have physical attributes but are also considered to be beneficial in deriving economic benefits. These resources include geographical location, natural beautiful landscapes, and so forth (WorldAtlast 2019).

Public Policy Design – governments' action aimed at defining policy priorities including detailed instruments by which such priorities will be implemented (Howlett, Mukherjee and Woo 2015).

Public Private Collaboration – a non-binding arrangement between the public and private sector and sometimes with the inclusion of other stakeholders aimed at finding solutions to common objectives. These types of goodwill gestures, collaborative partnerships are usually arranged so that the respective parties can exchange knowledge or collectively use their combined resources to meet specific goals (Nascio 2006).

Public Private Dialogue - a platform organized in a structured manner to facilitate engagement between all relevant stakeholders in the community. Such a dialogue is usually organized in a balanced and inclusive manner, to assess, prioritize, and achieve sustainable results (The World Bank Group 2024).

Public Private Partnership - a contract between a private sector player and a public organization over a long term, aimed at providing a public asset or service. In this relationship there is significant risk transfer to the private party who bears management responsibility and is thus remunerated based on performance (PPP Knowledge Lab, 2020).

Social Exchange Theory – a theory that asserts that relationships depend upon social connections that involve an exchange of interaction to create relationships in order to attain the expected outcomes (Cropanzano and Mitchell 2005; Di Domenico, Tracey, and Haugh 2009).

Unemployment Rate - the percentage share of the labour force that is not working, however it is available to work and is seeking employment opportunities (The World Bank 2024).

1.11 CHAPTER OUTLINE

The study is arranged in seven chapters as follows:

Chapter 1: Introduction

This chapter deals with the background of the study including the aim, objectives, structure, significance, and value of the study as well as any limitations and ethics or other considerations.

Chapter 2: Theoretical Framework

This chapter covers an understanding of the various theories and frameworks that can be adopted to address the diverse challenges facing Namibia.

Chapter 3: Theory and Practice of Public Private Collaboration and the impact on productivity of country resources

This chapter presents an in-depth review of the literature on this subject matter highlighting complementary resources required to ensure that maximum benefit is derived from the country's natural resources, an understanding of PPC, a study on PPC and PPPs in Namibia to date and how PPC can impact the productivity of resources.

Chapter 4: Research Methodology

This chapter covers the research methodology.

Chapter 5: Research Results and Synthesis Analysis of Results

This chapter provided the results of the research findings as summarised from the respective sources of the study. The chapter further analysed and synthesised the results. In this chapter, the results are dissected to get an understanding of detailed views from the various groups comprising sectors, industries, genders, and other classifications.

Chapter 6: Contribution to the Theory and Practice of PPC: An Integrated Public-Private Collaboration (PPC) Framework to Enhance a Country's Resources

This chapter serves as the final output of this study which is the design and presentation of the proposed integrated PPC Framework to enhance a country's resources. The Chapter further documents the results of the validation of the Framework by twelve (12) reviewers from various institutions.

Chapter 7: Summary, Conclusion and Recommendations

This chapter presents the overall conclusion of the thesis as well as providing recommendations for future studies and actions to be taken to implement the framework.

1.12 CHAPTER SUMMARY

After more than 30 years of independence, Namibia finds herself at a crossroads. The country is faced with the triple challenges of inequality, poverty, and unemployment. In addition, the public sector which has long controlled a disproportionate share of the country's resources and has used increased taxes and fiscal budget to solve the country's socio-economic challenges, has faced problems of high debt, low liquidity levels, and a high but inefficient public sector wage bill. At this critical time in the history of our country, the government has come out with several laws and policies that are perceived as unfriendly to business. Consequently, business confidence has declined, leading to an increase in private capital outflow, significantly slowing down investments. To restore good socio-economic performance, the public and private sectors will need to build trust and work closer together.

Consequently, this chapter presented an introduction to the proposal for research on a PPC Framework to enhance Namibia's resources. It provided insight into the nature of resources owned by countries, a high-level view of PPPs and PPCs, and measures used to evaluate the socio-economic performance of countries. This was followed by an outline of the performance of Namibia as a country since independence, especially concerning current ratings in terms of some global indices such as the global human index, the GDP, the global prosperity index, and so forth.

The chapter further detailed the problem statement and rationale of the study which can be summed up in the existence of tension and the difference of views about what role each sector is playing and should play to solve the triple challenges of inequality, poverty, and unemployment that are plaguing the country. To respond to the problem statement, appropriate research questions were identified. The research questions were linked to the applicable purpose and objectives of the study. The overall purpose of the study was to develop a PPC Framework according to which the private and public sectors can have dialogues, collaborate, and agree on the best ways to solve the challenges the country is faced with. To ensure that there is a defined structure, the research sought to propose the establishment of an agency that will have an overall oversight function in this regard. The chapter also highlighted the delimitations, scope, and limitations of this study as well as the overall expected outline of the study.

CHAPTER 2: THEORETICAL FRAMEWORK

2.1 INTRODUCTION

There are several challenges Namibia is currently facing, and various measures will have to be taken to address these issues. These measures will include the involvement of not only the public and private sectors but also civil society and the community at large. To facilitate a relationship between the public and private sectors globally, PPPs have become the common answer to challenges like the ones faced by Namibia. However, the current needs go beyond PPPs as these are limited in their application to identified specific projects. The basis of this research is to consider how to go beyond PPPs and embrace PPCs. The various PPC theoretical frameworks are considered, and an appropriate one is selected as a basis for this study.

2.2 UNDERSTANDING PPPs

The PPP concept has several definitions based on specific country contexts as each country works to ensure that their local definition is included in their respective laws and legislation. The PPP Knowledge Lab (2020) defines a PPP as:

> '…a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance.' (p. 1).

The Namibian context's definition by Namakalu *et al.* (2014) refers to PPP as:

> '...a long-term, contractually regulated, co-operation between the public sector and the private sector for the efficient implementation of public projects.*'* (p. 33).

In addition to the fact that PPPs are increasingly being used as a means of addressing countries' infrastructure-related issues, governments are also collaborating with the private sector for various other reasons, some of which are outlined by the PPP Knowledge Lab (2020, p.1):

- "Exploring PPPs as a way of introducing private sector technology and innovation in providing better public services through improved operational efficiency;
- Incentivising the private sector to deliver projects on time and within budget;
- Imposing budgetary certainty by setting present and future costs of infrastructure projects over time;

- Utilising PPPs as a way of developing local private sector capabilities through joint ventures with large international firms, as well as sub-contracting opportunities for local firms in areas such as civil works, electrical works, facilities management, security services, cleaning services, maintenance services;
- Using PPPs to gradually expose governments and state-owned enterprises to higher levels of private sector participation—particularly foreign participation—and structure PPPs to guarantee the transfer of skills that will produce national champions that can manage their operations professionally and eventually export their competencies by placing bids for projects or joint ventures;
- Creating petrification in the economy by making the country more competitive in terms of its facilitating infrastructure base as well as giving a boost to its business and industry associated with infrastructure development (such as construction, equipment, and support services);
- Supplementing limited public sector capacities to meet the growing demand for infrastructure development; and
- Extracting long-term value-for-money through appropriate risk transfer to the private sector over the life of the project – from design/ construction to operations/ maintenance".

2.3 CONTRASTING PPCs TO PPPs

Although PPPs have become common and are mostly used in two-party agreements between the public and the private sectors, a need has been identified to build a relationship between the public and private sectors that goes beyond PPPs. The main reason for alternative forms of relationship is mainly due to limitations in the nature of PPPs, which focuses on a single transaction between a public and private party and lacks the involvement of the citizen as well as a focus on overall challenges in the ecosystem. Furthermore, Wettenhall (2003) explains that while by its nature, partnership implies an arrangement with equal rights and responsibilities by the relevant parties, PPPs are usually not equal as one partner might have more leverage than the other. He raises concerns that the term PPP has been excessively used and does not usually deliver what is promised and/or expected. The contractual nature of PPP might mean that complex arrangements such as risk transfer might not always be practically easy to resolve in the best interest of all parties involved.

In addition to the potential performance issues that arise in any kind of partnership, PPPs are typically contractual agreements between specific parties that allow them to work together on the execution or implementation of a particular project. This restricts the involvement of other members of society as well as the ability to address other socioeconomic challenges not directly related to that particular contract. To respond to this challenge, Hui and Hayllar (2010) found the term collaboration, which they define as 'working jointly with others or together, especially in an intellectual endeavour' (Merriam-Webster Online Dictionary), as a more appropriate term. Quélin, Kivleniece, and Lazzarini (2017) describe Public Private Collaboration (PPC) as any form of a contractual or non-contractual cooperative venture between public and private organisational actors with the ability to create new and appropriable private and public benefits through the voluntary and joint deployment of public and private resources. According to this definition, PPCs do not only include PPPs but go much further than these types of partnerships.

Going beyond PPPs, there is an increased interest in hybrid forms of collaboration with mixed economic and social interest representation, in organisation science and management studies. These inter-organisational forms combine the involvement of actors from governmental, business, and non-profit domains with a focus on delivering value beyond the current locus of firms and customers to broader sets of stakeholders (Quélin, Kivleniece, and Lazzarini 2017).

2.4 PPC THEORIES

PPCs are founded in the social exchange theory (SET) which asserts that relationships depend upon social connections that involve an exchange of interaction to create relationships in order to attain the expected outcomes (Cropanzano and Mitchell 2005; Di Domenico, Tracey, and Haugh 2009).

As opposed to SET, earlier studies on collaborations were built on various theories of which three partly overlapping theoretical approaches were particularly prominent, i.e. network theory, resource-based theory, and institutional theory (Di Domenico, Tracey, and Haugh 2009). The network theory presumes that the ability of an organisation to collaborate effectively is founded on its network position and/or network status. On the other hand, the resource-based theory focuses on the competitive advantaged, i.e. hard to imitating capabilities of the entity and what it can bring to the collaboration. Finally, proponents of the institutional theory stressed that bilateral exchanges usually involve conditions that subject both parties to opportunistic behaviour.

2.5 UNDERSTANDING THE SOCIAL EXCHANGE THEORY

Developed by sociologist George Homans in 1958, the Social Exchange Theory (SET) posits that the social behaviour of humans results from an exchange process. In each exchange, individuals act in a manner based on costs versus benefits. This means that one will only enter a relationship where there are more benefits to accrue than the related costs or efforts of that relationship. In other words, individuals will compare the risk versus return or rewards of any relationship that they engage in. A good connection or relationship that is worth investing in is when the benefits/ rewards/ returns outweigh the risks, and vice versa. While the theory was originally proposed for social relationships, further developments over the years have established that it is equally applicable to business relationships.

SET has developed to become one of the most dominant conceptual paradigms in organisational behaviour. However, regardless of its usefulness, theoretical ambiguities within SET have persisted. This has resulted in testing the model as well as its applications, relying on an incompletely specified set of ideas (Cropanzano and Mitchell 2005). Accordingly, in their study on an interdisciplinary review of SET, Cropanzano and Mitchell (2005) went back to the root of the theory and paid special attention to three issues:

- norms and rules of exchange (in organisational sciences these focus primarily on principles of reciprocity, rather than altruism or group gain, however, both should be considered equally important for a thorough understanding of the theory),
- the nature of the resources being exchanged (viz. love, status, information, money, goods, and services), and
- social exchange relationships (they identify social or economic transactions accompanied by either social or economic relationships, some of which can be complicated if the boundaries are not well defined).

Through this study, Cropanzano and Mitchell (2005) have provided clarity on the initial components of the theory and the origination thereof including the cause of the ambiguity and how it can be managed.

2.6 CHAPTER SUMMARY

This theoretical review indicates a need for the public and private sectors to play a role in solving the challenges facing Namibia. They can continue to respond to these challenges by acting separately and contributing individually or they can work together and find efficient solutions to the socio-economic issues plaguing the nation. In the past, the relationship has been based on individual performance. However, in recent years, PPPs have been considered as one of the instruments that can collectively be used to solve the country's challenges.

Due to the limitations of PPPs as well as other constraints relating to their implementation, progress in this regard has been limited. Based on the theoretical findings, it is imperative that the country move beyond public-private partnerships (PPPs), enhance cooperation beyond two-party agreements, and involve the community in addressing national issues. This introduces the need for PPCs which, although limited in terms of governance and management due to their informal nature, are more inclusive and with a well-defined framework and measurement of expected outcomes. PPCs are based on the Social Exchange Theory (SET), which emphasises that collaborations are based on building mutually beneficial relationships and forming engagements that will deliver desired outcomes.

CHAPTER 3: THEORY AND PRACTICE OF PUBLIC PRIVATE COLLABORATION AND THE IMPACT ON PRODUCTIVITY OF COUNTRY RESOURCES

3.1 INTRODUCTION

The Public Private Collaboration (PPC) concept is less common than the subcomponent Public Private Partnership (PPP) which has been around for longer and has been successfully implemented in various countries. Roehrich, Lewis, and George (2014) revealed that significant growth was noted in the past decade with PPPs growing almost five-fold and nearly US$4 billion of PPPs signed in 2010 in the health industry alone across the world. Since then, there has been a gradual increase in PPP activities, especially relating to private participation in infrastructure (PPI). The World Bank (2019) reported investments worth US$96.7 million covering 409 projects across the globe in this regard. Accordingly, for this study, PPP as the most common, widely implemented, and better-structured subset of PPC would be referred to on occasion to explain the extent of the relationship between the public and private sectors.

Both the PPC and PPP concepts are, however, relatively new to Namibia. Even though some literature has been published on the use of PPPs to address the country's challenges relating to infrastructure development, particularly in the water and electricity sectors, no significant progress has been made in PPP implementation thus far due to the absence of enabling legislation. The PPP policy was however issued in 2014 and the PPP implementation unit was established towards the end of 2015, but the uptake of PPPs to date has been quite slow. Resultingly, there is limited literature on the subject matter when it comes to Namibia in PPP and virtually none in PPC.

In recent years, however, Namibia has been going through economic challenges characterised by amongst others, declining economic growth, rising unemployment, and a high and increasing debt-to-GDP ratio (Ngatjiheue 2018). The 2020/2021 budget by the Minister of Finance came with Namibia's highest-ever budget deficit of N$20 billion which translated to 12.5% of GDP (Shiimi 2020). Although the actual deficit level as a percentage of GDP came in at 8% and has since improved to 5.2% by December 2022, the debt to GDP level of 68.9% remains much higher than the government's cap level of 35% (trading economics 2023). This is therefore the time, that government needs to introduce business-friendly laws as well as other policies and initiatives that will facilitate collaboration between the public and private sectors. The author expects that this study would assist in identifying areas of opportunity that can be exploited, highlight learnings that can be gained from other countries that have successfully navigated comparable challenges, and ultimately provide a framework that can serve as a guide in this regard.

The literature review for this study covers five main areas. Firstly, it focuses on an overview of how complementary resources affect the performance of a country's natural resources, followed by a highlight of the concept of Public Private Collaboration (PPC) and how it compares with Public Private Partnership (PPP). The third part covers the implementation of PPPs and PPCs in Namibia. The fourth part highlights the impact of PPCs on resource performance. The literature review concludes with an examination of what the other countries have done to transform their economies, a comprehension of the factors of their respective successes, and a discussion of what Namibia can take away from the adopted/implemented reforms.

3.2 IMPACT OF COMPLEMENTARY RESOURCES ON THE PRODUCTIVITY OF A COUNTRY'S NATURAL RESOURCES

Countries that are endowed with abundant natural resources have an opportunity to grow their economy from the benefits of these resources. However, abundant resources do not always translate into economic growth. The failure to benefit from natural resources can be attributed to the mismanagement of said resources, the failure of resource-rich countries to build other sectors, and the lack of complementary resources necessary to fully enhance the value of natural resources.

In their study, Shahbaz *et al.* (2019) identified the resource curse hypothesis which indicates that while natural resource abundance does contribute to economic growth, natural resource dependence usually hampers economic activities, and accordingly, impedes economic growth. The results of their study reveal that in countries such as Botswana, Cameroon, Nigeria, and Saudi Arabia, where there is low human capital accumulation, economic activities are positively affected by natural resources endowment but as and when the dependence on natural resources increases, the impact grows to become negative. They, therefore, concluded that as the economies grow more reliant on natural resources, the wealth that has been mentioned turns into a burden rather than a benefit for the economy if the rents from those natural resources are not transferred to develop additional sustainable resources such as increasing the accumulation of human capital. Natural resources will, therefore, not benefit countries unless governments manage to use the sectors in the natural resource-based arena as the leading segments and as a springboard to develop other sectors that can be sustained in the long run.

This finding has been supported by the study of Ayadi (2017) who notes that while natural resource endowment is positively related to growth, such contribution is not necessarily significant. The author reveals that several factors may be causing this failure to benefit from abundant natural resources. These factors include mismanagement of resources particularly during the resource boom period and the fact that surplus output from these resources is mostly squandered on non-productive importations, corruption, and consumerism. There is further concern that poor management of natural resource endowment has been a major source of conflicts in resource-rich economies leading to crises. In this case, there is a capacity to hinder growth rather than propel it. Finally, the author also records that resource endowment often leads to the abandoning of or failure to develop other sectors and overconcentration of resource-rich sectors leading to long-term massive unemployment and dwindling production of other sectors.

The so-called 'rent-seeking' is another challenge facing resource-rich countries like Namibia. Neudorfer (2018) notes that natural resources can be a country's curse in the absence of democratic institutions and economic development, as the government finds it challenging to manage corruption that typically accompanies resource wealth. This is particularly true in countries with low levels of educated communities as individuals compete with one another to accumulate or amass personal wealth at the expense of the good of the nation.

Sun, Paswan, and Tieslau (2016) argue that to benefit from resources, natural resource-rich countries should adopt the resource advantage theory usually employed by private companies. In line with this theory, companies that want to compete successfully in the market for a sustained period recognise, that understanding and developing their resources is of utmost importance. In the same manner, a country can utilize its resources to build a lasting competitive advantage in the world market. This can only be achieved if the country is cognizant of its institutions and resources and takes the necessary actions to develop them while using appropriate strategies to compete in the global market.

To summarise, the literature reveals that the economic performance of a developing country is dependent on the effective management of its resources. However, the complementary resources that are necessary to derive economic benefit from those resources (owned by a country) are usually possessed by the private sector. These resources include human capital (Barro 1996; Kurtishi-Kastrati 2013; Seleteng and Motelle 2017), entrepreneurship (Naude 2008; Schutte and Barkhuizen 2014), private sector investment, and technological advancement. Namoloh (2017) remarked that there is a positive relationship between investment and economic growth in Namibia. Furthermore, in comparison, private investment plays a much larger and more important role in the efficient productivity of resources than public investment (Namoloh 2017). At best, public investment has no proven significant effect on productivity. It can, therefore, be concluded that there is empirical support for the proposition that private investment should be favoured in development (Khan and Reinhart 1990).

Finally, Kurtishi-Kastrati (2013) discovered that when all else is equal, foreign direct investment has a higher likelihood of achieving better socio-economic success in a developing country when accompanied by a level of technological advancement, infrastructure development, and improvement in the quality of education.

3.3 OVERVIEW OF PPPs

One way of involving FDI and the private sector in general to support the government's development agenda is through PPPs.

Numerous studies have delved into the subject of Public-Private Partnerships (PPPs) and/or Private Financing Initiatives (PFIs) across diverse continents and industries, amassing a wealth of knowledge. Silva Neto *et al*. (2016) conducted a bibliometric analysis spanning 25 years and 650 papers. Their findings reveal a limited research landscape before 2002, with a substantial increase from 2003 to 2010, peaking at over 70 papers annually, slightly declining to 65 in 2011. Among these, 302 studies focused on 10 countries, with only three (China, India, and Brazil) in emerging economies. Notably, almost half of the research concentrated on five sectors: Transportation, Health, Environment, Education, and Housing. The predominant research themes, constituting around 78% of papers, cantered on contract performance, qualitative costs and benefits, contract design and risk sharing, PPP/PFI political and institutional issues, and value for money.

In another comprehensive study by Osei-Kyei and Chan (2015), a methodological review spanning 24 years (1990–2013) was conducted on Critical Success Factors (CSFs) of PPPs. The analysis revealed minimal research output before 2002, with an annual increase reaching six papers in 2013. The top publishing countries were China, the UK, Australia, Singapore, and the USA. The study identified nearly 40 critical success factors, with the most frequently cited being appropriate risk sharing and allocation, strong private consortium, political support, public/community support, and transparent procurement.

Despite the ubiquity of PPPs since 2002, Roehrich, Lewis, and George (2014) highlighted concerns raised in numerous studies. These include potential hindrances to improvements due to contractor capacity limitations compared to project size, high transaction costs throughout the project life cycle, limited integration between clinical service models and infrastructure design and delivery, and challenges in new-build healthcare PPPs.

The prominent study in Malaysia by Ismail and Harris (2014) pinpointed 14 primary challenges in PPP implementation, with the absence of government guidelines and procedures topping the list. Other challenges, such as skill adequacy and high costs, were overshadowed by factors related to a prolonged approval process, leadership, accountability, negotiation, decisiveness, project management, and political commitment. Similar conclusions were drawn from a study on constraints in the Croatian airport sector (Reić and Šimić 2011), which emphasised political interference, poor coordination, weak employee competence, and a protracted approval process.

Further research emphasised the significance of determining risk allocation before project initiation (Chou and Pramudawardhani 2015). Other studies also highlighted the importance of robust business case development, a well-crafted project brief, public sector capacity, governance structures, levels of competition, and transparency in the tendering process (Liu, Wang, and Wilkinson 2016). Uncertainties related to the macroeconomic scenario, technological change, and competition or the emergence of substitute services were also recognized (Cruz and Marques 2013).

3.4 UNDERSTANDING PPCs

As opposed to PPPs, PPCs are relatively new but have started to gain momentum in the USA, for some developed and a few developing countries. While the concept was relatively unfamiliar in the early 2000s, Donahue and Zeckhauser (2006) note that there is a body of literature on similar phenomena dating back as far as 1961 in several disciplines such as political science, public administration, economics, and administrative law.

Donahue and Zeckhauser (2006) note that the normal practice is for the government and private sectors to work together usually with one party determining the course of the relationship. These kinds of relationships happen in donor-philanthropy situations where the donor establishes the objectives of the projects or in PPPs or traditional procurement where the public entity sets the objectives and enlists the assistance of a private actor to assist with the financing or implementation (Donahue and Zeckhauser (2006). PPCs are a type of more strategic collaborative governance in which both parties contribute to the definition of the objective itself as well as the details by which it will be accomplished. This results in relationships that are anticipated to augment the capacity for public missions in terms of finance, productivity, or both and increase flexibility; however, the cost is a greater degree of strategic complexity and more blurred lines of authority (Donahue and Zeckhauser (2006).

However, because these collaborations are informal in nature and lack structure, unlike PPPs which are underpinned by a legal contractual relationship, there is growing concern regarding the governance and management of some of these collaborations (Quélin, Kivleniece and Lazzarini 2017). There is a concern that mutual objectives will not be achieved owing to the loose framework and potentially conflicting interests of the parties involved in these collaborations. It is, therefore, of paramount importance that mutual trust and an ability to develop a shared vision are ensured while still providing space for each actor to achieve their distinct interests (Paulsson *et al.* 2018).

While there are challenges with collaborations due to the size of a diverse number of involved parties as well as the lack of formal structures, the advantages are also usually seen as obvious. These advantages include the ability to create common objectives, access to the secure application of a pool of competencies represented by all organisations, provision of mutual information exchange, and establishment of procedures that allow organisations to work together in a mutually beneficial manner to influence decision making and outcomes (Paulsson *et al.* 2018) (George *et al.* 2023).

3.5 CRITICAL SUCCESS FACTORS FOR PPCs

The best economic outcome of a country is dependent on the combined involvement of the public and private sectors. However, in mixed economies like Namibia, boundaries between private and public sectors are not always clearly defined and can be blurred (Pongsiri 2002). It is often noted that while the public sector acts in the public interest, the private sector also expects binding government agreements to prevent expropriation and secure long-term maximisation of wealth (Pongsiri 2002). Accordingly, a clearly defined framework for collaboration must be established to safeguard the interests of both parties as they deploy their resources and concentrate on enhancing the performance of the country's resources (Beumer and Almekinders 2023).

It should, however, be noted that achieving collaboration is not as easy as competition. Successful collaboration requires a coherent strategy with a definite value proposal which includes building the trust necessary to share information that each party needs to make informed decisions (Erakovich and Anderson 2013).

In addition to Paulsson *et al*. (2018) emphasis in Section 3.2, trust was noted as a key ingredient in the study by Uaandja (2017). In that study, under the category of other, while a few unrelated items were brought to the fore, the one concern raised by more than one respondent relates to the issue of trust between the public and private sectors.

Once trust is built, another critical success factor for collaboration is coordination and dialogue. Lack of coordination and insufficient dialogue among all parties involved in national programmes from both the public and private sectors often leads to a lack of emphasis on collaboration and the achievement of mutual objectives (Eidhammer, Andersen, and Johansen 2016). With a lack of coordination, operators from the private sector sometimes fail to have a good understanding of the planning process as well as the relevant public authorities and respective levels that are responsible for each step in the process. According to Eidhammer, Andersen, and Johansen (2016), this challenge is exacerbated further when multiple government agencies are involved in the process. Multiple agencies dealing with various matters, complicate the cooperation between the public and private actors. Eidhammer, Andersen, and Johansen (2016), however, noted that those challenges could be solved by the development of appropriate plans and structures that should involve all relevant stakeholders.

Furthermore, for PPCs to be successful, there should be knowledgeable trusted advisors for both government and the private sector. Shediac *et al.* (2008) state that PPCs cannot be successful in the absence of the right framework accompanied by knowledgeable and trusted advisors, for both public and private sectors. Donahue and Zeckhauser (2006) list some analytical steps that the government needs to approve and implement before they can entertain collaborations. However, they raise concerns regarding the level of analytical skills required to fulfil the role of the public sector as these skills are usually possessed by corporate leaders, venture capitalists, and consultants, and less so by public line managers.

Donahue and Zeckhauser (2006) further remark that due to the excess demand for public value over the government's capacity to deliver, collaborative governance is becoming imperative as long as there is a public entity with sufficient capacity and insight to hold up the side of government. In conclusion, Donahue and Zeckhauser (2006, p. 522) states that:

> 'This form of governance (though it entails undeniable risks) promises great benefits, on balance, when employed advisedly and managed adroitly. This presents scholars and practitioners with an urgent agenda to develop analytical frameworks and management tradecraft that can bolster the benefits and curb the costs of the collaborative approach to governance.'

Finally, Ramadass, Sambasivan, and Xavier (2017) recommend a "sandwich framework" approach to collaboration. This approach hinges on three factors: leadership, interdependence, and community involvement. These elements should be employed simultaneously with collaboration and interdependency serving as intermediary outcomes between leadership and community involvement. With respect to community involvement and stakeholder buy-in, Keyter (2010) found that development by the City of Windhoek was successfully implemented since the community was informed and provided support. In contrast, the e-toll project in South Africa faced significant opposition. The opposition was based on various factors such as the lack of proper consultation with all stakeholders, the perceived increased cost of transport, and the impact on the prices of goods and services that are related thereto (Mawela, Ochara, and Twinomurinzi 2016). Table 3.1 summarises the critical factors of PPCs as discussed above.

Table 3.1: Success factors to collaboration

Factors	References/Authors
Structured Plans on the side of the Public Sector	Eidhammer, Andersen and Johansen (2016); Donahue and Zeckhauser (2006); Shediac *et al.* (2008), Beumer and Almekinders (2023)
Building Trust	Erakovich and Anderson (2013); Uaandja (2017); Paulsson *et al.* (2018)
Co-ordination and dialogue	Eidhammer, Andersen and Johansen (2016)
Knowledgeable trusted advisors for both government and the private sector	Donahue and Zeckhauser (2006); Shediac *et al.* (2008)

Factors	References/Authors
Leadership	Ramadass, Sambasivan and Xavier (2017)
Community Involvement	Ramadass, Sambasivan and Xavier (2017), Keyter (2010); Mawela, Ochara, and Twinomurinzi (2016)
Interdependence	Ramadass, Sambasivan and Xavier (2017)
A structured Process/Framework	George *et al.* (2023) Paulsson *et al.* (2018)

3.6 PPCs IN NAMIBIA

Namibia does not have a formalised PPC framework in place, although collaborations do occur haphazardly. Collaborations experienced to date have been mostly in the area of PPPs that have been undertaken on a project-by-project basis and in respect of which the country has made progress.

While the PPP as a concept has been around the globe for numerous years, the practice thereof in Namibia has not been very common. PPPs have been implemented to some extent since independence, but the policy framework was only formulated in 2014 while the enabling legislation was only enacted into law in the latter part of 2017. The practice of PPPs has, however, been associated with the procurement of large infrastructure projects whose financing by the private sector is more favourable than that of the public sector. Nevertheless, there is some progress in this regard as a study by (Kaupa, Kamuinjo and Shindume 2022) found that PPP in agriculture have been implemented of late and although some learning remains, several benefits have also been noted. There is a limited body of literature on PPPs in Namibia as it has mainly focused on how PPPs can be used to solve the country's challenges relating to infrastructure development, especially in the water and energy sectors.

Uaandja (2017) conducted a review of the literature on PPPs, covering a wide range of nations on several continents, including Africa. The review highlights the significance and necessity of PPPs in transferring some project risks from the public to the private sector, and in relieving the government treasury from the pressure caused by the rising costs of infrastructure development. The literature further reveals that there has been a slow uptake of PPPs, especially in the African region, and provides an overview of several hindrances to their implementation (Silva Neto *et al*. 2016; Osei-Kyei and Chan 2015; Namakalu *et al.* 2014; Mutambatsere 2014). Uaandja (2017) summarises these hindrances into various categories including transaction costs, leadership including political challenges, technical skills, project management including accountability challenges, and low-risk appetite by the private sector. Despite these risks, the reviewed literature also indicates that there have been some successful PPP transactions, and it also specifies certain actions that can be undertaken to mitigate identified risks (Mutambatsere 2014; Steinmann 2009; Baisako 2013).

With specific reference to Namibia, the study finds that the challenges faced by the country in implementing PPPs are significant, however, they are not different from those faced elsewhere in the world (Uaandja 2017). However, in acknowledging the value of PPPs for economic development parliament approved PPP legislation that would be overseen by the PPP unit, a Unit established under the Namibian Ministry of Finance in 2015. Although this process has now progressed with the appointment of the Committee that is tasked to oversee the implementations of PPPs in December 2018, the unit remains somewhat dysfunctional as it continues to lose inhouse resources as well as committee members.

The loss of those resources is attributed to the fact that despite reaching the milestone in terms of policy, little progress has been made in implementing PPPs. According to the PPP Knowledge Lab (2020), since independence (21 March 1990) Namibia has registered 7 PPP projects in infrastructure, with a value of US$126 million. All these projects are in the electricity and water and sewerage sectors. The projects were concluded over a period of 22 years with the first one recorded in 1996 and the last one in 2018. It must however be noted that some projects might have happened since this last update as found in the agriculture sector by Kaupa, Kamuinjo and Shindume (2022) and in housing by Mberema (2022) albeit on a limited scale and with some significant challenges.

3.7 PPCs AND PRODUCTIVITY OF A COUNTRY’S RESOURCES

Under Section 3.2, the impact of complementary resources and enabling government policies were highlighted. A closer look at the actions that need to be taken for efficient and effective management of these resources reveals that some are better addressed by the private sector, while others are better left to the public sector. What is clear, however, is that neither sector can function without the other. According to Noring (2000), Copenhagen City and Port Development Corporation deployed joint ventures with specialized partners, which enabled it to productively employ its assets more than it would have been able to if it acted without those partnerships. As a result, this helped generate more income for further redevelopment and infrastructure investments.

In their study, Ruiz-Nunez, Dinthilac, and Wei (2016) could not determine whether private sector participation resulted in lower prices, more jobs, and less poverty. However, the evidence gathered showed a significant and positive impact of private sector participation in the quality of services, labour productivity, and reduction in technical losses.

Sancino, Rees, and Schindele (2018) found that when underpinned by a drive for a common cause, cross-collaboration involving public entities, private entities, and any other third party could go beyond the normal approaches or differences of each separate entity for the benefit of all. An analysis of some case studies focusing on three modalities *viz*. communication, facilities, and norms noted interesting findings, some of which prove that there is value in collaboration when pursuing a common goal such as "co-creation public value" or public interest in communication. However, other findings, indicate one-party benefits, such as the case of facilities where a private entity occasionally only participates if doing so can gain an economic benefit or reputational advantage (Sancino, Rees, and Schindele 2018). Notwithstanding this conclusion, it is noteworthy to remember that the public sector has ownership or access to abundant resources/assets that they lack the expertise to utilise. By working in collaboration with the private sector, profit can be extracted from these assets to maximize the benefits for all parties involved.

Another positive impact of collaborations lies in capacity building. Public, private, and non-profit organisations can create synergy when they combine their unique capabilities and concentrate on a shared objective, resulting in a collaboration output that exceeds the sum of the efforts of the individual organisations (Erakovich and Anderson 2013).

In summary, the review above highlights that the economic performance of a country is dependent upon the effective management of its resources. In this regard, while an enabling environment is paramount for private sector entities to deploy their capital, investments are expected from institutions in both the public and the private sectors. When these investments are deployed collaboratively, the synergies can lead to unsurpassed outcomes for all parties.

Research has been done pertaining to the study of PPCs on specific topics and/or in specific industries or sectors especially with a particular focus on the PPP component of PPCs. However, there is a dearth of literature on how PPCs affect resource performance at the macroeconomic level of a nation and how this concept can be applied to enhance the national resource performance of a country.

3.8 LESSONS FROM EXPERIENCES OF OTHER COUNTRIES

The challenges Namibia faces today are not unique to this nation. Over the past century several countries across various continents facing similar challenges, have implemented economic reforms that helped in turning around their economies.

The section highlights actions taken by several countries in order to address the economic challenges they faced and improve the livelihood of their citizens. This analysis and related further review particularly aim to address the research objective of determining how complementary resources of Namibia can be deployed further to enhance value derived from the country's resources. The section ends with a summary of what lessons could be drawn for Namibia from those actions.

3.8.1 Public policy design

The starting point of reforms adopted by the various countries is a review of their policies. Governments need to determine their position on engaging/doing business. While the private sector is usually entrusted with the responsibility of creating jobs, this responsibility cannot be discharged in the absence of a conducive environment that is driven by enabling government policies. Mintrom and Thomas (2019) posit that governments have enormous power to shape the lives of their citizens through the adoption of appropriate policies that promote economic growth. Song and Bhaskaran (2015) corroborate their perspective by expounding on the pragmatic policies taken by the Singaporean government in pursuit of growth. The Singaporean government policies were designed to respond to the needs and requests of businesses.

The literature emphasises Singapore's ability to forge interconnection between different policy arenas and ensure that the effectiveness of each one is increased as one of the factors that led to its success. Lim (2015) provides an overview of Singapore's policy development over a period of fifty years. His study demonstrates the government's ability to harness all policies including social policies for housing, fiscal policies, and monetary policies towards a common goal such as economic growth. Prime (2012) highlighted the attention paid by the government of Singapore in building capabilities that drive responsiveness to the needs of multinationals led to the country's success. Government policies were very adaptable to respond to the needs of business, especially in terms of immigrating and bringing into the country the required expatriates, building infrastructure that is conducive for business operation, and pushing forward the agenda for skills development and improvement in productivity. Due to this nature of policy adaptability, Chen and Shao (2017) are optimistic about Singapore's economic performance in the future and its continuing leading role as a model for other small open economies.

Policy reform has been adopted not only by Singapore but by many countries over a period of years. When New Zealand faced economic challenges in the mid-1980s, as part of policy design, the government focused on splitting the role between the provider of policy advice and the implementing agencies (Sautet 2006). Since policy was the main feature of the reform, the government also instituted structural policy coordination strategies which included a coordination committee with Ministry representation by senior officials depending on the subject matter on hand (Bale and Dale 1998).

Edwards and Edwards (2000) record Chile's economic reform as the most successful one during the 1990s. Besides other market-oriented policies implemented by most countries, two of the unique reforms that characterised Chile's reforms were the privatisation of social security and the liberalisation of labour market policies.

Angela Gurria, the Organisation for Economic Cooperation and Development (OECD)'s Secretary General was bullish about Finland's sustained success in the future due to three main reasons of which one was cited as the country's visionary (Gurria 2019). He commends Finland as a global leader in terms of strategic foresight in policymaking which is demonstrated by initiatives such as Finland's Parliamentary Committee for the future, conducting of regular future reviews across various government ministries, and significant investment in South India Textile Research Association (SITRA), an innovation fund.

Closer home in Africa, in order to kick start its economy after years of genocide, Rwanda has implemented several policy reforms aimed at economic development and improvement of doing business. These reforms include the establishment of the Rwanda Development Board (RDB), a one-stop centre for business registration and interaction with the private sector (Musonera, Karuranga, and Nyamulinda 2014). Another specific policy of focus was Rwanda's agricultural policy which is embodied in Rwanda's Strategic Plan to Transform the Agricultural Sector (SPTA) and is now in its second phase. Being a nation with great agricultural potential, the country aims to increase its agricultural output for both local consumption and export (Malunda and Musana 2012).

While economic reforms have worked for many countries, literature has revealed that some countries did not reap the full benefit of policy reforms. According to Ahluwalia (2002), India's policy reforms were implemented gradually, which resulted in a lack of cohesiveness. As a result, the economy did not produce the desired results. Arya and Watts (2020) concurred with this analysis by noting that while the economy of India delivered positive growth for sometimes in the early 2000s, unlike its neighbour China, the growth could not be sustained after the global economy had gone through a recession mainly due to poorly designed economic reform policies.

Sautet (2006) notes that in the absence of policies driving private sector participation and efficiency, the government's growth agenda even when made a priority, cannot be achieved. This is because growth can only be achieved by creating a context for entrepreneurial activity and guaranteeing free development and exploitation of profit opportunities. Ahluwalia (2002) recommends further that such policies should be clear, decisive, cohesive, and with specific objectives and timelines of the objectives.

3.8.2 Tax reforms, monetary and fiscal policy actions

Fatas and Mihov (2013) concluded that macro-economic policies have a first-order effect on economic performance in the long run which stems not from the level of the policy but rather from the volatility thereof. It therefore works that countries that use fiscal policies for reasons other than the state of the cycle, tend to experience a slower rate of economic growth. In confirming that government policies have a significant impact on economic growth, Barro (1996) identified tax distortions; public pension and other transfer programs; and regulations that affect labour, financial, and other markets as public policies pertinent for ensuring growth.

Dalziel (2002) indicated the last action of note taken by the New Zealand government was in the space of monetary and fiscal policy. New Zealand's action in this regard included interest rate deregulation, abolishment of restrictions on international capital, free currency floatation, and phasing out of most tax incentives and agricultural subsidies. Supporting the impact of monetary policy on economic growth was confirmed by Nouri and Samimi (2011) who argued that the supply of money in the economy had a direct impact on economic growth in Iran. Abdulrahman (2010) however had opposite findings in Sudan where he noted that monetary policy had little impact on economic activities and thus economic growth. Contrary to stimulating growth, the increased money supply could result in hyperinflation and economic disintegration, if not implemented as part of a well-coordinated economic reform and within a framework of appropriate governance measures.

In addition to several economic reforms that were implemented to favour trade, New Zealand has also introduced a revamped tax system designed to contain distortion of economic decisions and included a move from income to consumption focus (Dalziel 2002). Tax reforms are used by nations not just as an incentive to encourage foreign direct investment (FDI) but also to stimulate entrepreneurship. As a result, they may have an impact on the decision to start a business or remain employed. According to Ngwaba and Azizi (2019), tax reform enacted in post-apartheid South Africa has influenced citizens' decisions regarding self-employment.

Tax reforms have also formed an integral part of economic reforms instituted by various developing countries from 1980 to 1990 (Islam, 2001). However, Islam (2001) argues that in simplifying tax systems, the Asian countries studied may have failed to address some pressing questions especially those relating to the trade-offs between various types of taxes e.g. VAT vs income tax and/or duties/tariffs vs income tax/PAYE as well as those relating to simplicity/complexity of tax and the related administrative costs/burdens. Emran and Stiglitz (2004) concur with this view as they believe that the indirect tax reform advocated by the World Bank and International Monetary Fund (IMF) does not consider some of the circumstances of trade in developing countries. Circumstances that might be country-specific and need to be taken into consideration in designing tax reforms include matters such as the significant informal economy, smuggling and cross-border shopping, the significant composition of non-tradeable, the administrative burden of VAT systems, and significant unclaimed input tax which increases inefficiency (Emran and Stiglitz, 2004).

Besides considering the above-mentioned points, Ferlito (2019) identified the cyclical nature of tax reforms with Malaysia proposing a new Goods and Services Tax (GST) to replace a controversial Sales and Services Tax (SST) that replaced the previous GST. The conclusion to be drawn is that tax-like businesses, are cyclical as such, require continuous assessment and modification to accommodate the prevailing country circumstances at each stage of the economic cycle.

3.8.3 Public sector reforms and privatisation

The government has influence in two main spheres that provide them with opportunities to pull levers necessary for relevant change in this regard. The first lever the government can pull is to use its political and governance power to restructure departments and align these to the policies in place. The second lever is to deploy the country’s resources and allocation thereof to the organisations that best value them and who have the complementary resources required to generate maximum value for the benefit of all. In New Zealand's reforms, various government departments were commercialised and changed to State Owned Enterprises (SOEs) while some were eventually privatised (Bale and Dale 1998). As a result, public sector employment declined significantly and there was also a reduction in revenue spent on public services such as health, social services, and education (Evans *et al*. 1996). Kerr (2003) finds that economic growth slows down if the level of government spending in proportion to GDP is relatively high. This is so because government spending is primarily financed by taxation which can usually discourage investments by the private sector. Therefore, if the government's vision of increased economic growth is to be accomplished, then the size of government spending is expected to decline.

Literature has revealed that privatisation has been a definite ingredient of the recipes of many if not all countries that embarked on market reforms (Edwards and Edwards 2000; Cook and Uchida 2001; Evans *et al*. 1996; Parker and Kirkpatrick 2003; Cieślik and Goczek 2018; Ahluwalia 2002).

Despite the advocation of privatisation as one of the main instruments of economic reform, an analysis by Cook and Uchida (2001) found a robust partial correlation between economic growth and privatisation Further analysing their results and comparing them with studies by other researchers and institutions such as the IMF, they concluded that privatisation can be a useful tool for economic reform only if it is implemented as part of broader economic and socio-economic environmental reforms. a process enabling free market competition Accordingly, such privatisation should mean more than a change in ownership, it should also be accompanied by reforms in the public enterprise being privatised. Their findings were supported by Parker and Kirkpatrick (2003) who concluded that, if privatisation is to achieve the desired results, then the policy should focus on changes involving capacity buildings which include longer-term economic development and poverty reduction and should be done as part of institutional reforms. Finally, the data of Cieślik and Goczek (2018) supports the notion that privatisation will only have a positive impact in countries with low corruption and a higher level of governance supported by strong market institutions.

Evans *et al*. (1996) made a similar recommendation that it is of critical importance that there is no political interference in commercialising government departments. Such interference usually starts with the appointment of CEOs for Public Enterprises. Evans *et al*. (1996)

further states that in curbing this risk, in New Zealand, the CEOs are not political appointees but are chosen by the State Services Commissioner. Apart from the appointment of the Government Statistician, the government only retains the right to decline the appointment of the CEOs nominated by the Commission.

3.8.4 Market interventions

Stein (1994) notes that the state is the primary agent of institution reforms and as such, it has the capacity to transform and stabilize institutions including the market. Therefore, market interventions such as labour market liberations, competitive industry, and commerce are other key components of economic reforms. Studies carried out on the reforms of various countries such as New Zealand (Evans *et al*. 1996; Sautet 2006), Singapore (Lim 2015), Chile (Edwards and Edwards 2000), India (Ahluwalia, 2002), Finland (Oinas 2005) and Rwanda (Porter and Mccreless 2008) provide credence to this. One of the key features of New Zealand's reforms like in many nations, was to create an economy that is accessible to international competition. In this sense, barriers or restrictions to trade such as tariffs, quotas, foreign exchange controls, and limitation of foreign ownership were reviewed and amended as necessary. These actions have led to an economy that is business friendly resulting in increased capital flows (Evans *et al*. 1996). One of the most extensive labour market liberations was recorded in Chile. Although the nation's employment security laws are thought to be among the most restrictive, Edward and Edward (2000) postulate that the reforms pertaining to the reduction of the power of trade unions' influence, decentralisation of wage negotiations, and privatisation of social security have decreased the financial cost incurred by firms when terminating workers and reducing the persistence of unemployment.

Numerous research, such as those conducted by Seleteng and Motelle (2015) and Chatterji, Mohan and Dastidiar (2014) revealed that countries with greater international trade openness have a greater chance of reaping the rewards of higher economic growth. Nonetheless, additional research such as that conducted by Shamundengu (2016) and Huchet-Bourdon, Le Mouël, and Vijil (2011) suggest that this benefit accrues mostly to countries with export-led economies and especially for countries that export high-quality specialized non-prime products.

Furthermore, economic benefits from trade openness that fosters competition can only materialize to the degree that participants adhere to the guidelines established by the World Trade Organisation (WTO). The recent trade spat which has led to conflict between the two economic superpowers resulted from accusations made by the US that the Chinese government was contravening this (Brown 2019).

As a caution to African countries, Stein (1994) advises that any market reforms should not be undertaken spontaneously and as an act of imitation of what has been done elsewhere. It should rather be done with due regard to the historic understanding of the institutions that formed market developments as well as the various structural options for institutions available at their disposal. Gries, Kraft, and Meierrieks (2009) support this view when they concluded that their study provides evidence that questions the unilateral implementation of trade openness and financial deepening as these do not seem to be preconditions for economic development in Sub-Saharan Africa. Usman (2023)'s study of trade openness found that the Chinese economy benefited significantly because it was supported by their export-focuses policy. Accordingly, all these authors advocate for a holistic and balanced policy approach that considers other factors such as the national institution environment and regional macroeconomic surroundings.

3.8.5 Talent and skills development

A body of literature supports that investment in human capital is a source of comparative advantage that eventually results in positive economic growth (Barro 1996; Kurtishi-Kastrati 2013; Seleteng and Motelle 2017).

Dundar *et al*. (2014) highlight the significance of talent and skills development to economic performance. Their book on building the skills for economic growth and competitiveness in Sri Lanka acknowledges that while the country has made some progress through enjoying healthy economic growth and reducing poverty levels, much remains to be done if it is to attain its aspirations of becoming a regional hub in certain strategic areas. They found that although the number of years spent at school on average exceeds that of its neighbours, the country has failed to lift itself from lower to middle-income status due to low-quality education and required developments in Technical and Vocational Education and Training (TVETs) among other reasons.

Conversely, Singapore, has been recognised as a trailblazer in the field of skills development. In the absence of natural resources, Singapore's limited population and its location are the only resources at its disposal as an engine for economic growth. Singapore has an excellently coordinated skills program that is coupled with economic development strategies and deliberately built around responding to the needs of business (Kuruvilla

Erickson and Hwang 2001). Predictably, the main player is the Ministry of Trade and Industry which is responsible for economic policies (Kuruvilla Erickson and Hwang 2001). The Ministry is supported in advancing its agenda by several autonomous bodies including the Economic Development Board (EDB), a body that is in charge of attracting foreign investors and satisfying their demand for skilled resources and qualified personnel. A second key institution in the Singaporean Skills Development System (SSDS) is the Council for Professional and Technical Education, an autonomous body that assumes overall responsibility for identifying the skills gap in the country and ensuring that it implements plans to match that demand with the necessary supply required in the economy. To achieve this, it collaborates with various skills development institutions to ensure the demand and supply of skills in the country are aligned. The third institution of note in this regard is the Ministry of Education which has an oversight responsibility over skills development institutions. Another player in this space is the Productivity and Standards Board (PSB) which is in charge of enhancing productivity in various industries and serves as a guide to employers, directing them to appropriate skills-developing institutions.

Hanushek and Wößmann (2007) concluded that i) education quality has a positive impact on the earnings of individuals, distribution of income as well as on economic growth which basically means that a skilled population result in a stronger economic performance for nations, ii) with regard to developing nations, the quality of education (currently downplayed) plays as much a role if not more so as school enrolment and attainment which is receiving significantly more attention, and iii) improving the quality of education goes much deeper than adding resources to the school but requires significant structural changes including leadership and accountability.

3.8.6 Attraction of foreign direct investment (FDI)

Most if not all economic reforms undertaken by countries are aimed at competing for FDI whose varied advantages as one of the main determinants of economic growth are widely acknowledged (Ayanwale 2007; Alfaro *et al*. 2000; Wang 2009). Literature reveals that FDI has positively impacted the economic growth of some developing countries (Winona and Nuzula 2016) while other countries have suffered losses (Saqib, Masnoon, and Rafique 2013). Kurtishi-Kastrati (2013, p. 26) notes that whether a country benefits from FDI is determined by several factors and concludes that:

> ‘a healthy enabling environment for business is paramount, which encourages domestic as well as foreign investment, provides incentives for innovation and improvements of skills, and contributes to a competitive corporate climate. The net benefits from FDI do not accrue automatically, and their importance differs according to the host country and condition. The factors that hold back the full benefits of FDI in some developing countries include the level of general education and health, the technological level of host-country enterprises, insufficient openness to trade, weak competition, and inadequate regulatory frameworks. On the other hand, a level of technological, educational, and infrastructure achievement in a developing country does, other things being equal, equip it better to benefit from a foreign presence in its markets.’

While the economic success of countries such as Finland is attributed to the rise of local companies, Singapore’s success resulted from an inexorable focus on FDI which has contributed to up to 80% of investment in manufacturing (Shimada 1996; Siriwardana 2000). FDI promotion came as a response to the country’s need to substitute imports and drive exports. Singapore was of the view that with FDI comes not only capital investment but also technological advancement and access to foreign markets (Kuruvilla, Erickson, and Hwang 2001). Such investment and related increases in exports have continued to increase despite the appreciation of Singapore’s currency. Siriwadana (2000) attributes the country’s success to the promotion of macroeconomic stability by the country’s policies.

In Africa, Ayanwale (2007) found that in general, FDI has a positive impact on economic growth in Nigeria. This impact was however noted to be higher for some industries such as communications and less for industries such as oil or even negative for the manufacturing sector. Such results could be attributable to various factors such as the availability of skills to support industries as well as the maturity of the business climate. The sector-level impact of FDI was confirmed by Wang (2009) who concluded that measuring the effect of FDI at the total economic level could yield skewed results than aggregating such evaluation at the sector level.

Alfaro *et al*. (2000) highlight that local financial markets might also limit the extent to which a country can benefit from FDI and recommend that countries weigh the cost of attracting FDI to that of improving local conditions. This is so that policies focused on improving local conditions can also serve as a catalyst for optimising the advantages gained from FDI, negating the need for the two policies to be mutually exclusive. Since the response of the economic growth of each country to FDI is unique (Nair-Reichert and Weinhold, 2001) and can also vary per sector, policies designed to attract FDI should be country-specific and consider sector-specific conditions.

3.8.7 Investment in technology and ICT infrastructure

There is an extensive body of literature that supports the positive impact of ICT on economic growth for both developed, emerging, and developing economies (Stanley, Doucouliagos, and Steel 2015; Nasab and Aghaei 2009). Economies that are succeeding today are those that have made significant investments in better technologies and have the preparedness to use such technologies for their competitive advantage (Avgerou 2003). Singapore is one such country.

Singapore's growth is based on the promotion of a knowledge economy with a specific focus on technological investment and the promotion of enabling infrastructure in this regard. Toh and Thangavelu (2013) reveal that at the early stage of economic development, policymakers had a single-minded focus on escalating the importance of technology to the Singaporean economy. To realise this strategic view, the Civil Service sector took a leading role in jumpstarting the Information Technology (IT) movement with the National Computerization Plan (NCP) in 1980. Other sectors' plans were subsequently drawn up to enhance IT usage throughout the country. To support the information and digitalisation of the economy and the nation at large, pertinent infrastructure and institutions were built and established at each stage of the process (Toh and Thangavelu 2013).

In recognising its various shortcomings such as limited to no supply of natural resources, limited space for agricultural land, and being a landlocked country, Rwanda's leadership realised that its door to economic success lies in improving its science and technology capacity. Accordingly, in 2005, the cabinet adopted a national policy on science, technology, and innovation to build a knowledge-based economy. To accomplish this objective, a focus on science and technology was inculcated at all levels of education from pre-primary to university level with a focus on knowledge acquisition. This level was followed and supported by related economic actions such as knowledge creation through research and development, knowledge transfer through the establishment of knowledge hubs to guarantee universal access to knowledge, promotion of an innovation culture that includes the involvement of the private sector and targeted monitoring of innovation progress (Murenzi and Hughes 2006).

3.8.8 Enterprise development, entrepreneurship and innovation

Successful nations also foster an innovative culture and an entrepreneurial spirit to support greater employment and citizens' earning potential. Naudé (2014) and Schutte and Barkhuizen (2014) emphasised the role that entrepreneurship plays in the development of economies.

This was specifically highlighted as one of the success factors for Finland (Palmberg and Philip 2019; Honkapohja and Koskela 2002; Gurria 2019; Oinas 2005). Another well-known successful economy and one of the famous Asian tigers, Taiwan also succeeded by employing SME strategies. In addition to FDI and deregulation, to encourage entrepreneurship, the Taiwanese government adopted an incubator tool to promote the establishment of incubators and use financial support available from the Small and Medium Enterprise Development Fund for office equipment, personnel, and related costs. The government's efforts in establishing SMEs in Taiwan were also assisted by FDI inflow with multinationals introducing advanced technology and creating a centre-satellite manufacturing model to shape a supply chain (Lin and Lin 2014). These initiatives were supported by the government's promulgation of laws that encouraged the involvement of nationals in business affairs through investment (Lin and Lin 2014). However, entrepreneurship cannot function in the absence of an enabling innovative culture.

Innovation is what transformed Finland's economy from forest-based to machinery and eventually technology. In the 1990s, Finland was the first country to embrace the OECD-advocated National Innovation System (NIS) concept, but funding was not yet allocated to promote the implementation thereof (Jauhiainen 2008). However, in the course of the 1990s, investments by both the public and private sectors in Research and Development (R&D) increased significantly and the country earned the spot of the most performing OECD country in this regard (Oinas 2005). Unlike the response to an economic crisis by some countries such as Japan where innovation is lacking, in Finland, innovation drove growth productivity at the firm and plant level rather than increased competition in the product–market or developed financial markets.

Bilbao-Osorio and Rodríguez-Pose (2004) made various observations, two of which are arguably due to i) the practicality, applicability, and commercial nature of research activities performed by the private sector, there is a tendency for higher rates of return when compared to public and higher education research that is seen to be less applied, more basic leading to weaker effect on the number of applications for new patents. It should be noted however that, innovation from the latter when realised and usually done in the peripheral can result in higher economic development; and ii) despite the expected economic development that accrues from innovation, such benefit can only be realized when combined with other policies that address specific problems. Furthermore, such benefit might be realized only in the long run due to the extended lead time between R&D and innovation.

3.8.9 The growth of large private sector corporates with local headquarters

The Finnish success story is not complete without the role played by Nokia. There is a popular view that Finland owes its transformation and competitiveness mainly to Nokia, a view that is quite reasonable. The transformation of both Nokia and the Finnish economy is an outcome of mutually dependent processes of the private and public sectors (Oinas 2005). Having locally based conglomerates is beneficial to the country due to the benefits that accrue from their R&D expenditure. Although, through mergers and acquisitions, some of the R&D expenditure of Finnish multinationals accrues abroad, a significant share is still carried out locally in Finland which contributes to the country's NIS. During the process, these multinationals also become important users of National Innovation System (NIS) development by other players in the ecosystem.

The establishment and promotion of large private sector organisations can propel a country to success. Since investing abroad requires capital and foreign exchanges, the government should devise policies that actively support the internationalisation of domestic firms. Nevertheless, the government must evaluate possible negative aspects of Outward Foreign Direct Investments (OFDI). While doing so, policymakers or government should, however, critically question whether OFDI is always wealth-improving by considering the potential impact of OFDI on domestic job displacement, availability of capital, and balance of account (Leong and Lee 2019). The promotion of domestic companies is the case with Nokia which is a giant firm whose contribution is summarised by Oinas (2005) as follows: Nokia is by far the country's biggest firm and has a turnover that is 2.4 times more than that of the second biggest firm, the Finnish-Swedish forestry company, Stora Enso. In addition to being the biggest private sector employer, Nokia has accrued production in nine municipalities in Finland using large electronics subcontractors and countless smaller ones for a range of components and services. The company's foreign sales account for 99% of its total sales and it accounts for around one-fifth of the country's exports. Finally, Nokia has the most widely traded shares on the Helsinki Stock Exchange.

Singapore unlike Finland succeeded from FDI. However, this is one area where scholars are calling for a review that will favour turning local investments into more complex industries to disperse the risk caused by FDI (Shimada 1996). This challenge is also highlighted by Chia (2015) who emphasizes that Singapore should flourish as an inventive economy, in order to support future sustainable development and must play a significant role to facilitate local innovation and enterprise. Of late, however, Leong and Lee (2019) reveal that the country is heeding this call and has managed to increase its outward foreign direct investment, especially within the region through government support.

In exploring the potential for Outward Foreign Direct Investment (OFDI) for less advanced economies, Knoerich (2017) noted and made the following recommendations:

- given the expected benefits from OFDI, it is countries that are less developed that should have more to gain in this regard;
- such investments require capital and know-how that is usually not possessed by less developed countries;
- emerging/ upper-middle-income economies have the potential to receive the largest variety of returns from OFDI as their firms – in contrast to firms from high-income and other lower-income economies – have the options to invest in more advanced, equal, and less advanced economies;
- due to limited capital by these economies, their OFDI should be targeted and deliberate; and
- governments should obtain a more precise understanding of how OFDI can contribute to their economic development so that they can identify the kinds of policies, incentives, and frameworks (institutional, legal, or otherwise) that are relevant to promoting OFDI in the best interest of development. Such policies ought to be concentrated on encouraging and supporting OFDI specifically in areas that have proven to offer the required development advantage to the domestic economy, like in cases where OFDI lessens the challenges generally experienced by developing countries.

3.8.10 Establishment of economic development agencies

One of the actions taken by various countries was the establishment of economic development agencies that are charged with the responsibility of promoting a friendly and welcoming business environment. In New Zealand, the government established the New Zealand Trade and Enterprise (NZTE) (Sautet 2006). In Singapore, several semiautonomous agencies such as the Economic Development Board (EDB) have been created to support the Ministry of Trade in its drive for economic performance. The agency's primary function is to attract foreign direct investment and meet their demands for the required skilled personnel. Besides this important linkage of economic development and skills, the EDB has in conjunction with other agencies, such as the Productivity and Standards Board, the Institute of Technical Education, and other industry-specific bodies such as the Precision Engineering Institute, collaborated to meet the skills demands of investors over the years (Kuruvilla, Erickson and Hwang 2001). Ultimately, Rwanda established the Rwanda Development Board which brought about several reforms relating to the ease of doing business. Its head, a member of the Cabinet is responsible for bringing the demands, and desires of business to the highest echelons of government (Harrison 2017).

3.8.11 Collaboration and increased dialogue between the public and private sectors

A common thread among all countries reviewed is the tendency to review policies and adjust same towards business friendliness and better collaboration between the public and the private sectors. Oinas (2005) found that the government's commitment to a consistent policy line that supported collaboration between research institutes, universities, and private sector institutes in R&D activities was instrumental in the evolvement of the Finnish innovation system. The success of Singapore in human capital investment resulted from collaboration between the public and private sectors.

Kuruvilla, Erickson, and Hwang (2001) highlighted that contrary to popular belief that governments are incompetent at organising and administering skills development, especially on a national scale, the government, in collaboration with the private sector runs the Singaporean skills development. This provides a unique, but excellent example of a well-planned and coordinated national effort involving collaboration between the private sector and government. The Singapore system includes other stakeholders that are critical to the nation's economic success like Trade Unions since it acknowledges that significant progress will not be achieved without their backing or support. As a result, Singapore's labour union has been working closely with the ruling government as a partner in industrial relations to maintain its focus on the country's growth and economic sustainability (Beng 2014).

Collaboration between the private and public sectors further means that each party plays its designated role in the economy. In the 1980s, Singapore faced challenges where the government was perceived to crowd out private investments and use taxpayer money to compete with the private sector. According to Tan (1992), public enterprises have made a substantial contribution to Singapore's economic development by providing infrastructural support and actively participating in trade, industry, and services. However, its success has drawn criticism because it has led to the government taking dominance over the commercial world. Concerning the reforms, most SOEs have been privatised and the government has begun to pay attention to being a catalyst of private sector participation, encouraging entrepreneurship while emphasising international business in the field of informational technology and telecommunications through joint ventures.

The World Bank Group (2020) has published various articles on the need and benefits of public-private dialogue. Those studies indicate that countries have developed organised business chambers to share their concerns and provide a platform for engaging with the government. However, today the need for dialogue goes beyond addressing business needs since dialogue is necessary to address issues of national concern and common challenges facing both the public and private sectors such as resource mobilisation, capacity building, environment protection, and peacebuilding (Nelson 2014). Nelson (2014) suggests that new and innovative approaches should concentrate on addressing the four common challenges of i) building trust through increased transparency and accountability; ii) strengthening capacity in the public and private sector; iii) catalysing and de-risking private investment, especially pioneer investments; and iv) adopting a comprehensive and systematic approach to engagement. These approaches are essential to sustain, replicate, and scale good public-private dialogue that is observed in some countries.

3.8.12 Culture, ideology, leadership and attitude matters

In explaining the income gap between Australians and New Zealanders, Rennie (2007) notes that the economic performance of the latter was lagging. He attributes this to a culture of lack of assertiveness, competitiveness, and ambition which are believed to be the kind of values that lead to greater success in free market economies. The values mentioned are challenging to quantify and even more challenging to address, even if quantified. On the contrary, Sautet (2006), posits that New Zealanders also value a higher standard of living hence they have personal ambition and motivation, and favour business expansion and economic growth. They therefore understand that bettering their lives will come through reforms and a change in attitude. It was necessary to acknowledge that these reforms were a prerequisite for wealth creation which can happen if they are complemented by hard work and a cultural attitude that favours the market system over a government-controlled one.

In the case of Finland, Honkapohja *et al*. (2009) note that one more aspect that deserves a focused review is the positive attitude toward productivity, growth, and globalisation amongst the general public. While this is an area that goes beyond economists' coverage, it may well be used to stimulate growth. Kantola and Kananen (2013) record a change in Finland's ideology as the country went through an ideational paradigm shift from the Nordic welfare model to a Schumpeterian competition state in the 1990s. This ideological shift helped the country to bring on board a new cultural focus and different policies than those previously embraced. This came after the realisation that the ideas embraced in the 1980s became unsuitable for solving today's challenges. While the idea of welfare was not completely lost, the drive thereof was no longer mentioned as a primary objective of the state.

In Rwanda, the government introduced a concept of national pride and identity notion that all citizens could identify with after years of civil war. This was done along with a strategy that they could all support and take leadership responsibility and ownership in spearheading its implementation (Munthali 2017). To solve the challenges facing the country, the leadership of Rwanda recognised the need to unite and involve the entire country's populace. Accordingly, the government instituted three main measures which included: setting up a framework for people to innovate; creating the concept of *'Ubudehe'* to accomplish goals related to poverty reduction; and providing a clear vision for accomplishments needed to conduct business as well as guiding measures that will be taken to achieve this, including but not limited to creating a vibrant private sector and attracting businesses to Rwanda (Munthali 2017).

3.9 SALIENT FEATURES AND LESSONS FROM NAMIBIA

As indicated in Section 3.7, various countries have faced economic challenges over the years. Some countries have however demonstrated their resilience and ability to respond and turn around their fortunes. While it is worth noting that each country's response is unique based on various factors such as history, resources, location as well as other strengths and opportunities, there are specific focused actions taken by the governments that can offer good case studies for others such as Namibia. Kuruvilla, Erickson, and Hwang (2001) note that due to the uniqueness of the Singaporean system in terms of context and institutions, its replicability to other nations might not be easy, but the transferability of the important principles remains possible. A summary of the top reforms that offer a good opportunity for

Namibia due to the country's unique location, history, and current challenges are summarised in Table 3.2 that follows:

Table 3.2: Economic Reforms Instruments: For Namibia to consider

Reform Instrument	Authors/ Reference	Rationale
Public Policy including tax, fiscal, and monetary policies	Mintrom and Thomas (2019); Lim (2015); Song and Bhaskaran (2015); Prime (2012); Sautet (2006); Musonera Karuranga and Nyamulinda (2014); Malunda and Musana (2012)	Namibia's ranking in doing business has deteriorated over the past few years mainly due to perceived policy challenges such as i) unwelcoming immigration laws for experts to a country where there is a scarcity of skills; ii) the recently published legislations that are perceived to be unfriendly to business such as National Equitable Economic Empowerment Framework (NEEF), Namibia Investment Promotion Act (NIPA) as well as proposed tax amendments; and iii) high days to comply with tax requirements and other administrative constraints.
Public Sector Reforms including Public Enterprises	Bale and Dale (1998); Musonera, Karuranga and Nyamulinda, (2014); Malunda and Musana (2012); Evans *et al*. (1996); Kerr (2003)	In terms of public sector performance and costs, Namibia finds herself in a position where many countries have been. The country has suffered low to negative economic growth since 2016. The public sector is characterised by high public wages, high and increasing debt, and a budget deficit. The government owns more than 80 Public Enterprises, most of which are performing below expectations and continuously relying on the fiscal budget for support and using this rescue to crowd out the private sector.
Establishment, capacitation and empowerment of an Economic Development Agency	Sautet (2006); Kuruvilla, Erickson, and Hwang (2001); Musonera, Karuranga, and Nyamulinda (2014)	Namibia's economic development is currently driven by several institutions which lack cohesiveness. Such institutions include the Ministry of Finance under which the Public Private Partnerships Unit falls and which is mandated with matters of economic stimulus, especially during the recent challenging period of COVID-19, the Ministry of Trade and Industrialisation also houses the Namibia Investment Centre, whose mandate is to attract investors to Namibia and has oversight over the Business and Intellectual Property Agency (BIPA), an autonomous entity that is responsible for business registration, the National Planning Commission whose head is touted as the

Reform Instrument	Authors/ Reference	Rationale
		President's main advisor in economic development matters and many other bodies that are responsible for promoting specific sectoral objectives such as the Namibia Tourism Board that reports to the Ministry of Tourism and Environment. In summary, there are various players in the promotion of business in Namibia and these players are not necessarily co-ordinated and thus lack focused service to collaborate with the private sector. The NIPDB established in January 2021 is a step in the right direction. However, after 3 years of operation, its legal status, full capacitation, empowerment and normalisation of its operations and governance arrangements remain a cause for concern.
Enterprise Development, Entrepreneurship and Innovation	Murenzi and Hughes (2006); Jauhiainen (2008); Oinas (2005); Gurria (2019); Lin and Lin (2014)	With a high unemployment rate, Namibians cannot all be accommodated in established formal (mostly public) employment. Accordingly, the country will need to substantially invest in SME development programs and encourage entrepreneurship. When entrepreneurship was established in Finland, the country noted a change in the structure of earnings with an increase in earnings from business income. Namibians' earnings are currently significantly composed of salaries and wages (Namibia Statistics Agency, 2018), and with increased enterprise development, there would be expected income redistribution leaning toward an increased business income component. Although the country continues to invest significantly in the capacitation and development of MSME, these activities remain uncoordinated as all necessary and required support to centralise the coordination of MSME activities across all levers of the economy assigned to the NIPDB by the president have not yet received full buy-in from some of the relevant key institutions.
Establishment and/or promotion of large private sector organisations	Oinas (2005); Leong and Lee (2019); Shimada (1996); Knoerich (2017)	Namibian businesses are composed primarily of Public Enterprises and large Multinational Companies with headquarters elsewhere with the latter mainly invested in trade or natural resource extraction. There is however a growing number of Namibian companies that are starting to invest

Reform Instrument	Authors/ Reference	Rationale
with domestic headquarters		in the African region. As an upper-middle-income country, Namibia falls within the category that stands to benefit from Outward Foreign Direct Investment (OFDI) by investing in high-income, middle- and lower-income countries. It will be interesting to see how the country can benefit if the government is to work with these domestic organisations, support them, and assist in scaling their activities to market brand Namibians abroad.
Collaboration and dialogue between the public and private sectors	Kuruvilla, Erickson, and Hwang (2001); Oinas (2005); Beng (2014) Tan (1992); Munthali (2017)	Currently in Namibia, public capital is seen as crowding out private sector investment in some sectors such as tourism, energy, telecommunication, and others where there are large SOEs, most of which are protected/shielded from competition either through the legislation or excessive government subsidies that promote inefficiencies and low productivity. There are however some cases where collaboration through PPPs and other forms of collaboration have benefited both the government and the private investor. Given the current fiscal limitation, there is a widespread belief that the only possible source for growth is in the private sector. To step in the right direction, it is advisable to start with agreements between the public and private sectors regarding the identification of areas with maximum potential for minimal efforts. In 2023, the government drafted the SOE ownership policy and the application thereof in subsequent years can be a game changer in this regard.
Culture and Attitude Matters	Rennie (2007); Sautet (2006); Munthali (2017) Honkapohja *et al.* (2009)	A final aspect that Namibia can learn from the countries reviewed is related to attitude and culture. Thirty years after independence, the country seems to be divided along racial and ethnic lines resulting in a lack of a common purpose. There is also a perceived sense of entitlement and a culture of welfare and protectionism that is contrary to productivity. In 2015, the then newly elected president introduced the Harambee Prosperity Plan (HPP) aiming to bring together Namibians in the spirit of “Harambee” and build a Namibian house where “no one is left out”. This call has not

Reform Instrument	Authors/ Reference	Rationale
		received much support from all spheres of life as of yet and it is something that both the public and private sectors need to understand, define, embrace, and drive collaboratively. The newer version of the prosperity plan, HPP2 (March 2021) with focus on green economy is gaining momentum but some doubt and lack of support still remain in the mind of many Namibia.

3.10 GAPS IN LITERATURE

From the literature review above, various gaps on this subject matter have been identified. These gaps which are the subject of this study are summarised as follows:

- There is no large body of literature on PPP in Namibia despite it being one of the PPC areas that has received some research coverage to date. Although there have been areas of success in cooperation between the public and private sectors on some projects, this review has found no study done to determine why partnerships are not happening on a large scale in Namibia. This is despite the enactment of the Public Private Partnerships legislation; especially given the challenges the country is facing and the acknowledged possibilities that such partners have to offer;
- There has been no study on general collaboration between the private and public sectors in Namibia. The focus for Namibia and many other countries in this area has been on partnerships that cover individual projects but lack focus on general working relationships between the two sectors;
- In general, there has been several studies about actions taken to reform the economies of various countries. Although most of these reforms indicate that governments tend to find increased private sector participation a solution, there is no significant large-scale body of literature that focuses on collaboration between the public and private sectors. Most studies have mainly focused on the role of government and government policy, in reforming economies, and
- Finally, there is no specific guideline on a framework that countries can adopt to enhance collaboration between the public and the private sector to enhance the productivity of their resources, especially for African and other developing nations such as Namibia.

3.11 RESEARCH FRAMEWORK/CONCEPTUAL MODEL FOR THE STUDY

The Research Framework/Conceptual Model for the study is presented in Figure 3.1. The figure demonstrated the critical role of a Public Private Collaboration Framework (PPC-F) which is the expected outcome of this study. In the absence of such a Framework, the players in the economy act in silos with each solving challenges on their own and looking at things from their perspective. The introduction of a PPC-F helps the players to come together, review the results of the assessment of the economic performance, devise interventions required to build a better economy, considering input from all the relevant players and assign those intervention to the player most empowered to resolve it. The outcome of those interventions will be assessed with the results again shared at the PPF and any required corrections and/or adjustments are assigned again to the respective players. The process continuous in this circular loop.

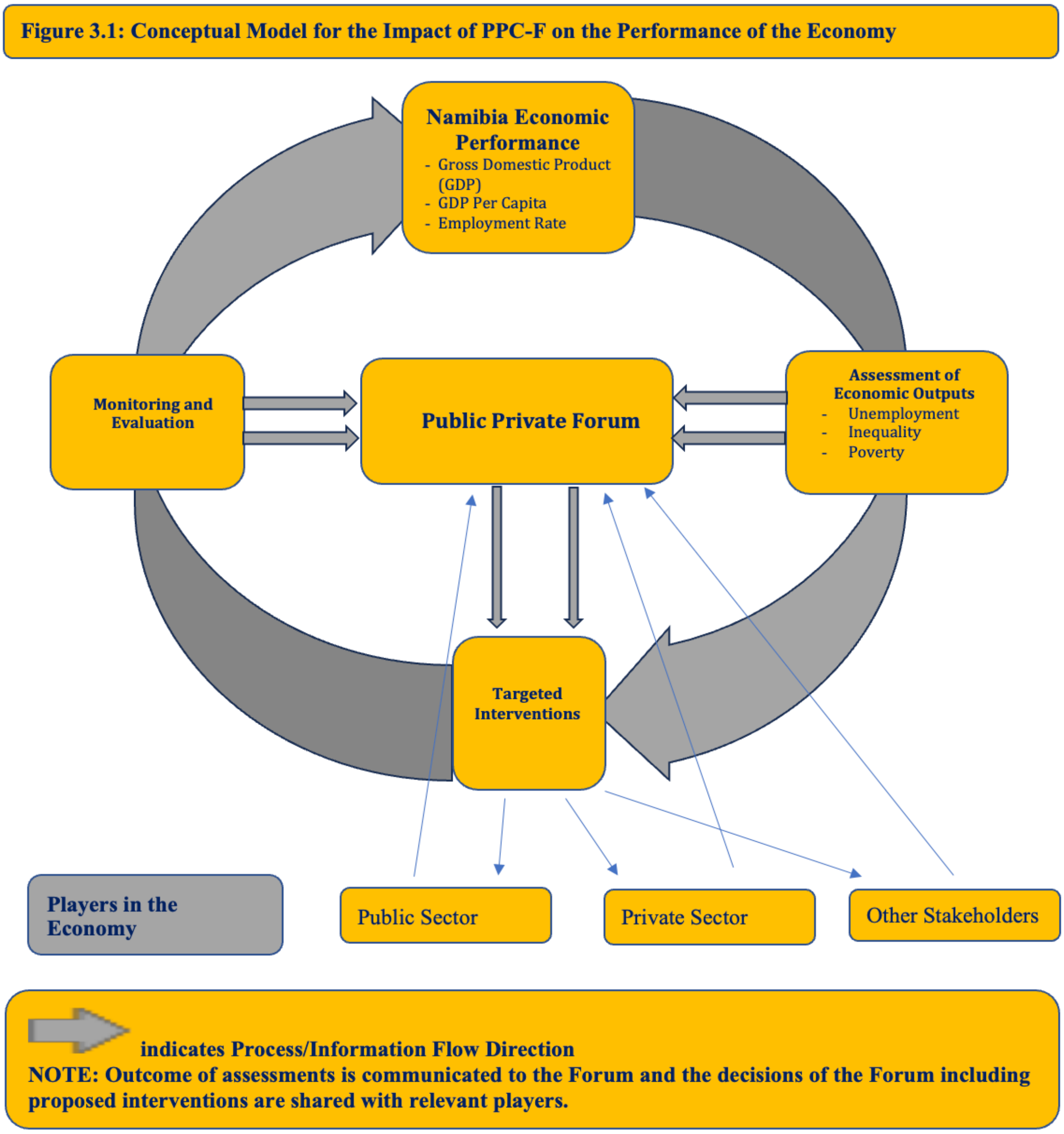

Figure 3.1: Conceptual Model for the Impact of PPC-F on the Performance of the Economy

3.12 CHAPTER SUMMARY

This chapter covers an extrapolation of the contradictions that while the government usually controls the natural resources, the private sector usually owns or controls the complementary resources that are required to derive economic benefit from those resources. It then goes without saying that unless the owner of the assets collaborates with the party that has the procedural knowledge (know-how) and the complementary resources to exploit those resources, those assets will be of little to no benefit to the country.

The chapter proceeded to provide an in-depth insight into PPCs and outlined the shortcomings of PPCs when compared to PPPs, especially concerning the lack of governance structure. The review revealed that there are several critical success factors needed for the implementation of PPCs. These factors include trust, coordination, dialogue, and availability of knowledgeable advisors for both private and public sectors. In the absence of literature on PPC, the review also provided current information on PPPs in Namibia.

Furthermore, the literature was reviewed to determine how PPCs can be used as a catalyst for socio-economic success. In that regard, there is evidence that PPCs can be implemented with success, especially in areas of capacity building, quality of services, labour productivity, and reduction in technical losses.

Finally, the study covered a review of reforms implemented by various countries when they faced economic challenges. The review revealed that the policies adopted tend to favour a move towards increased private sector participation and away from a state-controlled economy. Specifically, there was a focus on policy adjustment, public sector reforms including commercialisation and privatisation of government departments, the collaboration between the public and private sectors, and the promotion of a private sector-led economy.

As a result of the review, there is a clear indication of a gap in the study of PPC in Namibia, especially regarding the absence of collaboration between the private and public sectors despite the understanding that this collaboration will help grow the economy. Furthermore, there is an overall gap in the literature on the significance of PPC on the performance of a country's resources as most studies have been done either at industry/sector or at the subject matter level. When the literature discussed the reforms carried out by different nations, it did not specifically address the role that collaboration between the public and private sectors plays, nor did it offer recommendations on how best to leverage these reforms going forward for the benefit of all.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 INTRODUCTION

The problem statement and rationale of this study have been summed up as relating to the existence of tension and the difference of views on the roles the private and public sectors are playing and should play to solve the triple challenges of inequality, poverty, and unemployment that are plaguing Namibia.

To respond to the problem statement, appropriate research questions were identified. These research questions, which have been linked to the applicable purpose and objectives of the study relate to:

- determine the allocation of ownership and control of the country's natural resources between the public and the private sectors and the current performance thereof. This was followed by the determination of complementary resources that are a pre-requisite for exploiting and deriving maximum benefit from the country's natural resources and the current ownership thereof;
- establish the extent to which the country has implemented PPPs and/or PPCs to date, the successes and/or failures thereof and identify gaps that can be exploited for further collaboration between the two sectors;
- identify whether and how further collaboration between the public and private sectors can enhance the productivity of the country's resources and lead to better economic performance of the country; and
- develop and validate an integrated Public-Private Collaboration (PPC) Framework to enhance the country's resources for Namibia.

Chapter 3 has provided a detailed review of the available literature on the PPC which ended with a specific focus on the reflection about what has been done by various countries to reform their economies. As concluded in that Chapter, some gaps were identified not only with specific reference to Namibia but also an overall gap when it comes to the significance of PPCs on the productivity of a country's resources. Accordingly, the overall purpose of the study is to develop a PPC Framework in which the private and public sectors can have dialogues, collaborate, and agree on the best ways to solve the economic challenges facing the country. To ensure that there is a defined structure, through its proposed framework, the research seeks to propose the establishment of an agency that will have an overall oversight function in this regard. This Chapter deals with the research methodology that was followed for the study.

In response to increased concerns about Doctor of Philosophy studies that cover various topics but Philosophy, Aliyu *et al.* (2015) carried out a study to determine the relevance of the Philosophy of Science and Theory Development. Their conclusion included an exploration of the clarification of ontology, epistemology, and axiology perspectives in research in order to enable them to provide some details on the meaning of these principles. Ontology is described as an aspect that researches the fundamental questions of being, and thus, in everyday parlance, one could say that it studies the nature of reality (Aliyu *et al.* 2015). While epistemology refers to the study of what knowledge is and about knowing and axiology as the consequent approach to problem-solving and inquiry strategy (Aliyu *et al.* 2015). With respect to social science research, Naveed (2015) notes the two main research paradigms as positivism which focuses more on the quantitative, scientific, objective, and experimental approach to research, and interpretivism which is more phenomenological and deals with the humanistic, subjective, and qualitative aspect of research.

The ontology of this study is founded in post-positivism which is based on the researcher acknowledging that while people try to be objective, one should also accept that people's perception is their reality. In this regard, the researcher acknowledges that often, different experiences by people even those from the same background and in the same environment can lead to different conclusions about the views of reality. Thus, while there is every intention to pursue objectivity, both the researchers' and researched biases might not be fully eliminated. This is true, especially in a country with a complicated political history and which is facing current socio-economic turmoil.

The axiology approach for the study is to search for knowledge through various methods and resources to enrich the potential outcome of the study. The methods are explained in detail in the research design section below. The epistemology of this study has been acquired through the cross-referencing of findings from different sources of this study. In addition, the results should be read in light of the findings of the literature review.

4.2 OPERATIONALISING THE RESEARCH QUESTIONS AND HYPOTHESES

Section 1.4 of Chapter 1 sets out this study's research questions which are as follows:

RQ1: When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

RQ2: What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

RQ3: Does collaboration between the public and private sectors increase the economic performance of Namibia's resources?

RQ4: What PPC Framework would be appropriate to enhance the resources of Namibia?

A common thread was the Chi-square test that has been applied to test the hypotheses under the various quantitative methods. This test was noted as appropriate as the hypotheses were about comparing actual data to expected data. In addition, some hypotheses test one-sample data, some two-sample data while others test multiple-sample data. Diamantopoulos and Schlegelmilch (2000) provide a guide for the Chi-square test that can be used for each of these types of samples. Specific analyses used for each instrument are further highlighted in Section 4.5.3.

A significance level of 0.05 was used to reject/accept the null hypothesis. Although this level is quite high, it is usually applied in academics (Laerd Statistics 2018).

This study applied the null hypothesis on three instruments that were based on quantitative tests i.e., primary data gathering questionnaire, secondary data gathering for companies, and secondary data gathering for countries. As a result, there is a possibility that while one or more instruments reject a hypothesis, the other instrument(s) accept the same hypothesis. The basis for the overall rejection or acceptance of any of the three hypotheses was based on the criteria summarised in Table 4.1.

As indicated in Table 4.1, there are six (6) possible outcomes from the use of the three quantitative instruments to be applied in this study. With the primary data gathering being the core instrument, the results will be 'Accept' if the Null hypothesis is accepted for primary data gathering even when it is rejected by either secondary data instrument. However, a null hypothesis rejected by the primary data gathering might be accepted if it is accepted by both secondary data instruments. In summary, a hypothesis will only be accepted if it is supported by all three instruments. However, for the two scenarios with a star, the hypothesis might be accepted if the results of the interviews are aligned with that acceptance. The rationale for this is that it might not be possible for the results of all three aligned. In that case, the interview results were used as a supplement to assist the researcher in concluding whether to accept or reject the results.

Table 4.1: Rules for Null Hypothesis Rejection/Acceptance

Research Instrument	Result 1	Result 2	Result 3	Result 4	Result 5	Result 6
Primary data gathering through a questionnaire	Reject	Reject	Reject	Reject	Accept	Accept
Secondary data gathering for companies	Reject	Accept	Reject	Accept	Reject	Accept
Secondary data gathering for countries	Reject	Accept	Accept	Reject	Reject	Accept
Final Hypothesis Outcome	**Reject**	**Accept***	**Reject**	**Reject**	**Accept***	**Accept**

* might be accepted based on the results of the interviews

4.3 RATIONALE FOR EMPIRICAL RESEARCH

The researcher opted for an empirical research approach for this study. While there are some disadvantages to the empirical research approach which include the time components, the potential higher costs, and the challenges associated with accessing required data, the researcher believes that the advantages, reliability, and objectivity of information gathered through empirical research outweigh these potential challenges.

In addition to the reliability and objectivity of data gathered, empirical evidence has other evident benefits. Some of these benefits include the contribution to the body of knowledge, the ability to have the process and outcomes of the study replicated and applied to other similar circumstances, the opportunity provided to decision-makers to rely on evidence-based information in making conclusions as well as the transparency and accountability of the processes applied.

In terms of contribution to the body of knowledge, the expected outcome of this study is to design a Framework for PPC to enhance the resources of a country. Real evidence-based data would be required for the researcher to make reasonable and informed conclusions and recommendations. Moreover, it is anticipated that the proposed framework applies not only to Namibia but also to other developing nations that share similar economic characteristics through replication and potential application. Finally, the objectivity of information used in designing the framework is critical since it was enhanced through the use of empirical evidence.

4.4 RESEARCH DESIGN

Holt (2009) defines research design as:

> "…the structure of a research study. Research design, to put it simply, addresses concerns like "what will be measured," "in whom," "at what time point," and "how." The kind of evidence required to address the question dictates the study design selection. The quantitative research approach employs several study designs, including surveys, experiments, and correlational studies". (p. 234).

The design of this study and the rationale thereof are explained in the following paragraphs.

4.4.1 Research paradigm

This research was approached in a pragmatism manner. The problem statement and rationale of the study were clearly articulated in Chapter 1 as related to real socio-economic challenges facing Namibia and other similar developing economies that need an understanding of the root cause and an ability to present real and impactful proposals to resolve those challenges. The study aims to design a workable, practical, adaptable, replicable, and realistic framework that can be considered, amended, and implemented by various countries to solve those challenges.

Accordingly, a pragmatic approach that employed the combined benefits of quantitative and qualitative research methods and utilized various sources of available data to come up with such a proposal was desired.

4.4.2 Research approach, type and strategy

There are two main methods of research methodology which are qualitative and quantitative methodology. Qualitative methodology refers to the method of data research that focuses on how people feel, think, or approach certain issues such as decision-making (Nardi 2014). Examples of qualitative methodologies include interviews, field studies, case studies, observations, focus groups, and discussion focus groups. As opposed to quantitative methodologies, qualitative methodologies might be perceived as a bit more biased as their strategies allow for probing, prompting, and follow-up on responses which might impact the actual or perceived independence of responses provided by the respondents. Despite this, many researchers do qualitative research as they believe it provides them with an opportunity to establish the real issues and understand the ideas and thoughts behind the responses provided. Furthermore, in that case, there is an opportunity for the respondents to interact with the researcher, ask questions, and ensure they get a thorough understanding of the subject matter before responding.

On the contrary, quantitative methodologies involve the use of quantitative data and figures to test the views or understanding of respondents about a subject matter. Quantitative research often uses surveys with limited interactions between the researcher and the respondents. This method focuses on the independence of the responses received and analysis of such data to make the necessary conclusion and is perceived to be more objective than that of the qualitative methods.

Although most analysis and differentiation of the two methods is made mainly on the objectivity of the one and the subjectivity and descriptive nature of the other, Jean Lee (1992) indicates that there is more to be considered before one can decide the best method to utilise in the specific circumstance. Table 4.2 provides a summary of the main areas that highlight further differences between quantitative and qualitative research methods that are appropriate to consider.

Table 4.2: Differences between the Quantitative and Qualitative Methods

Theme/Subject Matter	Quantitative	Qualitative
Ontological Assumption	Objectivity	Subjectivity
Epistemological Assumption	Positivism	Phenomenology
Aims of inquiry	Universality	Particularity
Role of Researcher	Outsider	Insider
Researcher-Respondent Relationship	Detachment	Involvement
Research Methods	Statistics	Description

Source: *Jean Lee (1992)*

Due to limitations of the qualitative and quantitative methods as highlighted above, there are proponents for Mixed Methods Research (MMR) methodology. Mixed Methods Research as the name suggests, implies that the researcher uses both quantitative and qualitative methods in some form before making conclusions about their study. Zoellner and Harris (2017) point out six different designs of MMR which are:

- Convergent parallel, where the research gathers data using both methods and then converges the results of the methods in the end;
- Embedded, where the priority research method is either Quantitative or Qualitative and the other method is embedded by using it to a limited extent in the study;
- Multiphase, where the research identifies about two or more phases to the study and uses one of the two methods at each phase to conclude the research with a combined use of the methods;
- Explanatory sequential, where the researcher collects data using the quantitative method and then uses the qualitative method to explain the findings;
- Exploratory sequential is the opposite of explanatory sequential; and
- Transformative which are used more to solve social problems where the social problem and the respective accompanying theories are the context for the application of the qualitative and quantitative methods.

Therefore, the MMR method can apply any of the other five methods to research that problem. To emphasise the need for increased use of MMR, Shannonhouse, Barden, and McDonald (2017, p.104) conclude that:

> 'Based on a combination of our experience as group researchers and our observation of the group MMR literature, we assert that there is still ample work to be done to mainstream this method. We encourage group researchers to undertake MMR studies as the benefits of utilizing MMR, especially with a group (i.e. increased breadth and depth of knowledge, dual exploration of both process and outcome), far outweigh the drawbacks (i.e. time, complexity, and publication challenges).'

In line with the shortcomings of individual methods and support for the MMR, as outlined above, this study followed an Embedded Mixed Research Method. The dominant method used is the quantitative method which was done through questionnaires disseminated to collect primary as well as some gathering of secondary data relating to companies and countries used for comparative purposes. This method was then supplemented by interviews that were conducted to collect qualitative data.

The quantitative method was selected as the dominant method due to the significant size of the population to be surveyed. Due to the possible diverse views of various stakeholders, it was important that they are all included in the study. The best way to reach significant numbers representing each constituency would be through the use of a questionnaire.

Although this research used the quantitative method as the dominant one, the qualitative method was also considered appropriate due to the need to gather more relevant additional information from certain parts of the population that can enrich the research. The subject of this study is very critical and timely, as the results could be used to solve an ongoing socio-economic challenge in the country. Accordingly, detailed responses and detailed views on specific items were gathered and considered.

A semi-structured interview protocol was followed. This protocol provides the benefit of having consistent questions posed to all interviewers while at the same time providing the interviewer the benefit of probing and following up when necessary. Given the critical importance of this topic to the economic development of the country, which is the reason for embedding the qualitative method in the research, it is necessary to ensure that as much relevant information as possible from the interviewers has been recorded and considered.

To summarise, the study mainly followed quantitative research methods such as the questionnaire supplemented by primary and secondary data as well as some qualitative methods in the form of interviews. This follows a process similar to the one used by Cheung (2009) that included a detailed literature review, a comparative analysis, interviews with lenders/financiers, consultants, and experts in the fields (such as Economists, PPP experts), selected representatives of the public and private sectors, and representatives of academics/researchers. Large-scale data that was gathered from various players using a questionnaire, in both sectors was based on simple random sampling. Refer to Figure 4.1 that details a summary of the methodology process, data gathered through various instruments, as well as a summary of how the data was analysed. Each of these processes provided independent input into the outcome of the study which is to identify opportunities for collaboration between the public and private sectors that has eventually formed the basis for the framework developed as a result of this study.

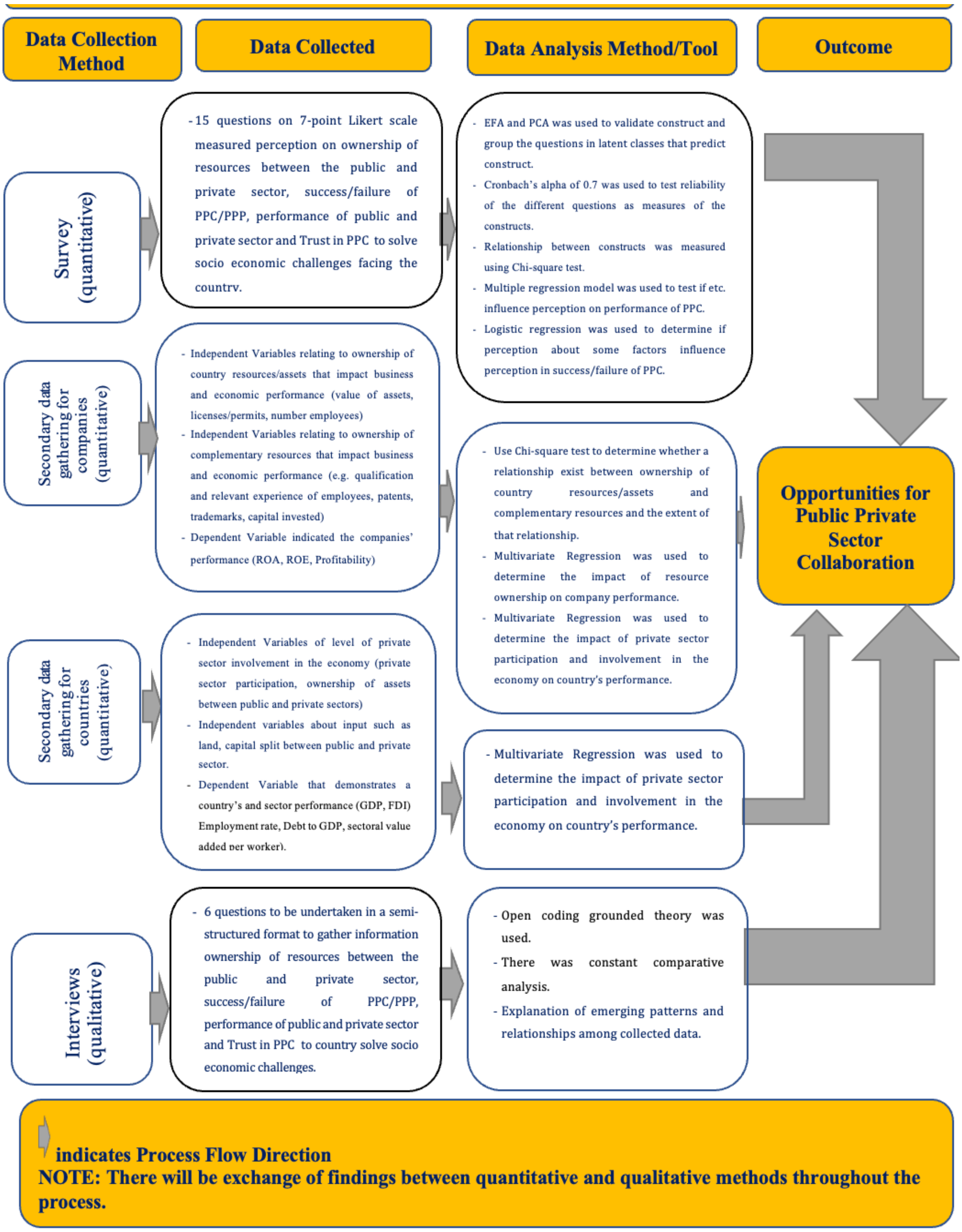

Figure 4.1: Summary of Research Methodology

4.5 RESEARCH METHODS

4.5.1 Population and sampling

4.5.1.1 Population

In research, population relates to the entire group of units from which a sample can be selected. Defining a population is critical because if the researcher includes inappropriate units that do not fit the characteristics of the intended participants, they could end up getting incorrect opinions that do not necessarily describe the views of the target population leading to wrong conclusions.

Different population groups were targeted and analysed at each unit level of the study to cover all objectives and themes of the study. The population for this research included decision-makers and specialists within the geographical boundaries of Namibia. Public sector representatives included management cadres within Government Offices, Ministries, and Agencies (OMAs). The study ensured that representatives include members from both Central, Regional, and Local Government as well as State Owned Enterprises. Furthermore, executives from the private sector were included, focusing on several industries. Experts in the field of PPP and Economics included academia and representatives from industry bodies such as the Economic Association of Namibia, the Institute of Chartered Accountants of Namibia, the Engineering Institute, and others. Finally, due to the need for inclusivity and to ensure representation of the community, multilateral bodies such as the United Nations Development Programme (UNDP), Members of the Diplomatic Corps, and Members of Organised Community Groups for Youth, Women, and Trade Unions were also included in the study.

The population of executives from which units for the questionnaires and interviews were selected is estimated to be 3,000. This is based on the following:

Table 4.3: Population Analysis

Sector	Basis for estimated Number of Organisations	Estimated Population
Public: Central Government	36 Ministries with about 8 Senior Executives each (Minister, Deputy, Executive Director, Deputy, and 4 Directors).	288

Sector	Basis for estimated Number of Organisations	Estimated Population
Public: Regional Government	14 Regions with approximately 7 Senior Executives (Governor, Chief Regional Officer, 5 Senior Executives)	98
Public: Local Government	57 Local Authorities (LAs) with approximately 9 Senior Executives (Mayor, Deputy Mayor, Chair of Management Committee, Chief Executive Officer, 5 Senior Executives)	513
Public: SOEs	80 SOEs with approximately an average of 5 Executives (Chief Executive Officer and 4 other Senior Executives)	400
Private: Financial Services	6 Banks, 4 large life insurance companies, 10 short-term insurance companies, 10 asset management companies, and 10 other players with an average of 5 Senior Executives (Chief Executive Officer and 4 other Senior Executives)	200
Private: Industry Bodies	20 industry bodies with an estimated of 3 Senior Representatives.	60
Private: Mining	25 Mines in Namibia with an average of 5 Senior Executives (Chief Executive Officer and 4 other Senior Executives)	125
Private: Other Listed Companies	30 non-financial services and non-mining listed companies in Namibia with an average of 5 Senior Executives (Chief Executive Officer and 4 other Senior Executives)	150
Private: Other	Various medium to large organisations in the country with an average of 5 Senior Officials.	975
Academia	3 Universities with an average of 7 Senior Executives (Chancellor, Vice-Chancellor, Bursar, Registrar and 3 other Senior Executives)	21
Multilateral	Estimated as 20 bodies (UN organisations, SADC, SACU, EU, Embassies) with an average of 5 Senior Executives	100
Trade Unions	10 Trade Unions with an average of 7 Senior Representatives.	70
		3,000

The population from which secondary data relating to companies was selected is made up of approximately 70 entities. This is based on the fact that out of the 80 SOEs, only about 30 are commercial/financial institutions that own assets. Of the private sector, only about 40 are listed on the Namibian Stock Exchange and thus have publicly available information.

The maximum population from which secondary data relating to countries can be selected includes any of the 193 United Nations member states. However, not all these countries have the comparable information required and not all of their situation can be compared to Namibia in many aspects. For example, the final population criteria excluded 46 least developed countries (47 on the UN list exclusive of Rwanda, a fast-growing African country that will be included in the review for that purpose) and the 20 major developed and large economies that are members of the G20. The population further excluded developing countries whose economies have been underperforming and focused on countries that have gone through major economic transformations. The criteria for selection were therefore based on including countries with specific defined attributes based on convenience sampling instead of defining a specific population.

4.5.1.2 Sampling

A sample refers to the subset part of the population that the researcher surveys and uses their opinions to make conclusions as representative of those of the group at large. Leedy and Ormrod (2015) explain two basic types of sampling design which are:

- Probability sampling refers to the selection of a sample on a random basis and in such a manner that each unit of the population has an equal chance of being selected. The five main ways of doing probability sampling are simple random sampling, stratified random sampling, proportional stratified sampling, cluster sampling systematic sampling; and
- non-probability sampling in respect of which the researcher has no assurance that specific units will be included in the selected sample. There are three manners in which non-probability sampling is applied i.e. convenience sampling, quota sampling, and purposive sampling.

For interviews, judgment purposive sampling mixed with quota sampling procedures were used. This is because the interviews aimed to measure the attitudes of the selected stakeholders. No statistical generalizations were necessary in this regard. Quota sampling was used for the representative of the Namibian population within the public and private sectors.

Stratified and simple random sampling was used for surveys and secondary data analysis. Simple random sampling is considered appropriate for the study because it focused on executives with experience and/or intention to collaborate between the public and the private sectors. Since not all executives in the public and private sector would have such an experience, there was a need to identify the specific ones that fit the description and select those particular executives.

- **Sampling unit**

In this study, a sampling unit could refer either to the company (legal entity) from which executives are selected or it can refer to the selected executives (persons). The sampling unit to be used in this research for large-scale data to be gathered through questionnaires and interviews were the individuals selected to participate in the survey. The motivation for this is that the views of persons with different roles and responsibilities regarding the subject matter of the study in an organisation might not necessarily be the same and might also not necessarily represent the views of the organisation. Thus, an individual view of the subject matter, for example, of the Managing Director who is an executive and decision maker, might be different from that of a technical official such as an engineer who is at the forefront of practical implementation in the market. However, to gather secondary data, the sampling unit was specified legal entities.

- **Sample size**

A sample size refers to the number of units to be selected for survey purposes. The size should be sufficient enough to get a broad range of views because the higher the number surveyed, the better the chance that the views expressed would closely represent those of the entire population. However, due to limits relating to time and resources, the sample should be of reasonable size to guarantee that responses can be easily followed up and received back from a larger percentage of the sample.

There is general acknowledgment in research about the challenge of using a statistical calculation to get the correct sample size. This is due to the usually unavailable exact figure of the surveyed population. Concerning primary data, this study targeted a total of 550 participants, covering a range of stakeholders as identified above. The sample size was determined using the quantitative research calculator by Martin (2020) with a population of 3,000, a confidence level of 99%, and a margin of error of 5%. The calculator is based on the following formula:

$$S = P\,(z^2 (d\,(1 - d)) / e^2) \,/\, 1 + (z^2 (d\,(1 - d)) / e^2)$$

S = sample size | P = population size | z = z-score | *e* = margin of error | *d* = standard deviation

The confidence level and margin of error used are within acceptable parameters and somewhat a little less confidence and higher margin of error than the ranges used in market research as the accuracy required for that purpose can be stricter than the ones required for academic research.

Of the questionnaires distributed, there was a reasonable split between senior decision-makers, technical staff, consultants, and community representatives. Samples were selected to represent a wide range of stakeholders with targets of representations as follows: Central Government Ministries (15%), Regional and Local Governments (17.5%), State Owned Enterprises (SOEs) (15%), private sector implementers (47.5%) (including financial, consultants and banking institutions) and other stakeholders (5%) (focusing mainly on civil society, academic, multilateral and trade unions). This split is based on a 50:50 ratio between government and private sector representatives. In government, central government with 36 Ministries and SOEs (about 80, about 40 of which are significant enough to play the role), the split of the questionnaire has been evenly distributed. The non-government portion focuses mostly on the private sector which is the main partner to government in economic development and has higher representation. A lower percentage was allocated to financiers and academics due to the limited number of these institutions in the country. Finally, other stakeholders were allocated a 5% share in accordance with their estimated share of the population surveyed.

Using the same calculator, with a population of 70 legal entities, a confidence level of 90%, and a margin of error of 10%, secondary data was to be gathered from 35 companies. The sample was to be equally split between State Owned Enterprises and Listed companies, based on a 50:50 population split of these populations. However, due to various challenges as explained in detail under Chapter 5, data was gathered from 28 companies (14 of which are private sector listed entities/publicly available information and 14 are State Owned Enterprises).

Finally, the sample size for interviews was 30. In determining this sample size, consideration was made based on the findings of Vasileiou *et al* (2018), which indicated that getting the right sample size in qualitative research has been a challenge for many years. They noted that saturation has been the basis used in most cases. They further noted that the sample size used mostly is between 20 and 40 interviews and that in some research it has been proven that saturation was found at a sample of 17. In this study, the main methodology is quantitative, and the qualitative approach was used to supplement the former and provide further details. It was therefore found appropriate to select a sample size at the lower to middle end of the scale. That selection was taken from the 550 sample of the population identified for the questionnaires. The size was split between the three categories of stakeholders i.e. Public Sector (central, regional, local, and SOEs), the Private Sector (focus on sectors, industry representatives, consultants), and Other Stakeholders (civil society, academia, multilateral organisations). To guard for saturation, 10 interviews were conducted from each of the three groups. Regarding the subject matter, representatives from the three categories indicated in brackets share common interests and function in the same role, therefore their perspectives would be comparable because of their similar experiences.

- **Selection of countries for comparative analysis**

As explained in Section 4.4, of the various countries in the world, only a few were compared to Namibia in various aspects such as population size, region, historical experience, location, economic progress, and so forth. In addition, the required information is not available for all countries. Accordingly, the selection targeted countries that have had recent good economic successes and where Namibia can take some learning. The criteria for selection are therefore based on selecting countries with specific defined attributes based on a convenience sampling basis instead of defining a specific population. In this regard, the following 4 countries were selected for reasons documented:

i) Finland

Finland was included in the list because it is a small country neighbouring two large economies i.e. Sweden, and Russia and is a former colony of the two (Brems, 1971). The country has however managed to build its niche, independently grow its big multinational corporations, and export industry on its own. This is like Namibia which is a small country situated between two large African giants (South Africa and Angola), one of which is its former protectorate. Today, the latter is however struggling to form its own identity and grow an economy independent of its two neighbours.

ii) New Zealand

New Zealand was selected for review as it has certain commonalities with Namibia specifically in industries such as Agriculture, Mining, Fishing, and Services. The latter stands a chance to learn how the former was able to optimise the return from these industries. In addition, Namibia's Vision 2030 sets out a plan for the country to be an industrialised nation then, an area where New Zealand seems to have thrived after it pursued efficiency and competitiveness (McAloon 2006).

iii) Rwanda

Rwanda has been included in this study, being an African country with recent institutions of democratic process, it is Namibia's closest economic success story. The country is smaller in size compared to Namibia with a bigger population and despite the challenges of the past 40 years, leadership has recently employed policies that are business friendly. In addition, for many years, Rwanda has faced challenges of ethnic conflicts and needed to grow the economy while at the same time grappling with reconciling a divided nation. With the past discriminatory practices in Namibia, the country also needs to cut through socio-economic divides, unite people who are also divided across racial and ethnic lines, and get them to work together towards a common purpose.

iv) Singapore

Singapore was selected for extensive review due to its successes as a small country with a small population, and limited or no natural resources but was able to establish itself in a region surrounded by large economies and grow its economy through exports of complex goods to its neighbours and beyond. Like Singapore, Namibia has a strategic location in southern Africa being a neighbour with largely populated countries three of which are landlocked. The country can therefore use this population to grow its economy and make an impact in the region.

4.5.2 Data collection

This study was conducted using a combination of instruments. There were interviews with certain classes of individuals as explained under Section 4.5.1. Interviews are necessary in this case as there is a need to seek specific responses from different categories of participants. Furthermore, questionnaires were administered to several sampled units. A questionnaire was determined to be appropriate to obtain input from a relatively wider size of sample. Views of a diverse number of participants that are spread throughout the country were obtained. In addition, as it was impractical to interview everyone, a questionnaire was an appropriate data collection tool to ensure that the participation rate was relatively high. Other issues considered in the selection of a questionnaire as the primary data collection tool are the cost-effectiveness of using a questionnaire, the reduction of the researcher's personal bias, and the fact that questionnaires can be completed at a time most suitable for the participant. Finally, several websites such as those for the National Statistics Agency (NSA), Bank of Namibia (BON), Chamber of Mines (CoM), International Monetary Fund (IMF), World Bank Group (WBG), and other similar institutions with information on the economy were utilised to obtain access to and review secondary data collected in this study.

Details of questions that were asked and/or data gathered during interviews and through primary and secondary data questionnaires are provided in Annexures C to H. The thoughts behind the design of each of these instruments are outlined below.

4.5.2.1 Instrument design

The details of each instrument used are outlined as: Personal Information. This section that preceded the questionnaire and interview sheet for primary data gathered provides details of the respondents including the name of the respondents (optional for candidates who might want to remain anonymous); the respondent's gender; respondent's race, nationality status of respondents i.e. Namibian citizen, permanent resident, and work permit holder. As indicated earlier due to the historical experiences of Namibia, the opinions of people interviewed might be impacted by their background, gender, and race. These demographic attributes are optional and did not form a basis for sample selection. Reference to this data is made to Appendix B.

- **Primary data gathering through a questionnaire**

A sample of the questionnaire used for primary large-scale data gathering is provided in Annexure C. The questionnaire is composed of 15 questions that address the components of all three research questions. The questions were based on a 7-point Likert scale with 1 being the lowest or least applicable and 7 being the highest or most applicable.

- **Secondary data gathering for companies**

A sample of the form used for secondary data gathering for information relating to companies is provided as Annexure D. The form is composed of 10 questions that address components of all three Research Questions. This information was mainly made up of numerical figures relating to the financial performance and/or position of the respective companies selected for this study.

- **Secondary data gathering for countries**

A sample of the form used for secondary data gathering for information relating to countries is provided as Annexure E. The form is composed of 6 questions that will address components of all three Research Questions. This information was mainly made up of numerical figures relating to the country's economic performance, sectoral performance, and private sector participation, of the respective countries selected for this study.

- **Primary data gathering through interviews**

A sample of the interview sheets to be used for primary data gathering are provided in Annexures F to H. Interviews were held with participants from 3 different groups of stakeholders i.e. public sector leaders including SOEs, private sector leaders including PPP or PPC experts/lenders/consultants and other stakeholders e.g. church leaders, academicians and researchers, civil society, trade unions, and multilateral organisations. The questions applicable to each group were different and were tailored to be relevant to their role in public-private collaboration. Each interview sheet is composed of 6 questions that address some components of Research Questions 1 to 3. These questions are open-ended and descriptive to allow for the participants to provide context and relevant information in their responses.

In summary, the matrix below provides an overview of how the various research instruments addressed the research questionnaire:

Table 4.4: Research Matrix

Research Instrument	Data Gathering Questions	RQ1	RQ2	RQ3
Primary data gathering through a questionnaire	Questions 7 to 20	Qs 7-9	Qs 11,12,14	Qs 10, 13, 15-20
Secondary data gathering for companies	Questions 1 to 9	Qs 1-6	Qs 7,8	Qs 7-9
Secondary data gathering for countries	Questions 1 to 4	Qs 4	Qs 4	Qs 1,2,3
Primary data gathering through interviews	Questions 1 to 6	Q1	Qs 3,6	Qs 2,4, 5

- **Collection procedure**

Interviews targeted individuals mostly residing in Windhoek (the capital city of Namibia) where most businesses are situated, the northern part of Namibia where more than 50% of the country's population resides, and most informal businesses are located, and the coastal towns of Walvis Bay and Swakopmund which are also significant business hubs and have a harbour through which most goods are imported into and exported from Namibia.

With respect to the questionnaire, the researcher prepared and emailed an electronic questionnaire to the identified target population using Survey Monkey, an online self-administered survey platform. Finally, a comparative study of appropriate countries (Rwanda, Singapore, Finland, and New Zealand) was obtained by gathering information about it on the websites of the country's relevant bodies and international bodies.

4.5.3 Data analysis

Kothari (2004) describes analysis as the computation of specific metrics or indices in addition to looking for patterns in the interactions between the data sets. Similarly, Blumberg, Cooper, and Schindler (2014) describe data analysis as often entails applying statistical tools, creating summaries, searching for patterns, and reducing accumulated data to manageable volumes.

To integrate the results of the overall study, a descriptive analysis was used followed by an inferential analysis used to draw conclusions as to whether there are different themes from the various responses received and whether these themes are prevalent amongst all categories of respondents and among the different types of data gathering used. Based on these, conclusions were made regarding the three research questions and objectives of the study.

4.5.3.1 Analysis of results of data from the survey and secondary data

The questionnaire was distributed through SurveyMonkey, an online self-administered survey platform. Upon completion, submitted questionnaires and interview sheets were coded by the system and respondents remained anonymous. Once, the survey period was closed, data was exported to Statistical Package for the Social Sciences (SPSS) and/or Microsoft Excel for detailed analysis and interpretation of results. In analysing the results of the survey, responses were classified into several categories which included central, regional, local government, SOEs, financial institutions, academia, and private sector, and the views of respondents from different categories related to gender and ethnic groups. Relevant data gathered from the various sections of the survey were collated, analysed and a conclusion was reached regarding the perspective of overall research objectives. As highlighted earlier, the research survey's questions were arranged so that several of them address specific research questions.

Furthermore, the chapter also draws inferences from the results presented and the analysis was made concerning each of the RQs. Accordingly, the relevant hypothesis was tested. Diamantopoulos and Schlegelmilch (2000) explain hypothesis testing as a complementary approach to making inferences about the population. They provide further details as follows:

> 'Whereas in estimation the focus was on making some 'informed guesses' about the values of population parameters using our sample data and a relevant sampling distribution, in testing hypothesis, the aim is to examine whether a particular proposition concerning the population is likely to hold or not to hold' (p.130).

4.5.3.2 Select an appropriate statistical test – Surveys

The 15-question Likert scale measures different constructs which are: a) Resource Control (i.e. Private or Public); b) Success/Failure of PPP or PPC; c) Performance (private and Public) and Trust in PPC. The Likert items were coded 1 to 7. With 1 being very poor and 7 being excellent. In some cases, 1 represents a bad rating and 7 represents the best rating. Exploratory Factor Analysis and Principal Component Analysis (PCA) were used to validate the constructs and group the questions into latent classes that predict the constructs. A Cronbach's alpha of 0.7 was used to test the reliability of the different questions as measures of the constructs.

The relationships between constructs were measured using Chi-square tests of associations. A Multiple regression model was used to analyse if factors like Resource Control and Trust in PPC influence the perception of the performance of PPP or PPC. Moreover, a logistic regression model was used to test if factors like resource control, perception of performance, and trust in PPC influence and or predict the perception of success and or failure of PPP or PPC. All the tests and analysis were carried out using IBM SPSS.

4.5.3.3 Select an appropriate statistical test – secondary data on companies

The Chi-square test was used to test the relationships between complementary assets and tangible assets. Moreover, Pearson's correlation was used to address the correlation and relationship issues between continuous variables.

Multiple linear regression and multivariate regression were used to analyse factors that influence the performance of a business and an economy. Factors influencing performance were then used in the development of the framework. For the Multivariate regression, the dependent variables for secondary data for companies and countries were considered from the utilization of the independent variable identified. The following multivariate regression was used:

Multivariate Regression = $(y_1\ y_2 \vdots\ yi) = f\,(xi, \beta i) + ei$

Where,

Y= dependent variable | X = independent variable | β = slope coefficient | e = margin of error | f = function

The various independent variables of the multivariate regression analysis in the secondary data for companies and countries respectively were applied.

The first eight (8) questions represent eight (8) variables that influence business and economic performance. The variables were used as independent variables in the measurement of performance. These variables were used in multivariate regression analysis to test their effect on performance and their statistical significance. Questions 9 and 10 are dependent variables of the multivariate regression analysis. These are the variables that measure performance and ones that were predicted by the first eight (8) variables. Relationships between these variables were tested using Chi-square tests and Pearson's correlation. All the tests were performed and carried out using the R-programming language and IBM SPSS.

4.5.3.4 Select an appropriate statistical test – secondary data on countries

A Multiple regression model (see below formula) is used to analyse the impact of private sector participation on the performance of the economy and the performance of an economic sector. A test of multicollinearity was carried out to test if some exploratory variables are interaction variables. Finally, confounding was also considered.

Multiple Regression = $yi = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \ldots + \beta_n X_n + \epsilon$

Where

yi= the ith independent variable | X_n= is the nth independent variable | β_o = the intercept coefficient | ϵ = the error term | β_n = is the slope coefficient

The last three (3) questions represent three (3) variables that influence business and country economic performance. The variables were used as independent variables in the measurement of performance. These variables were used in multivariate regression analysis to test their effect on performance and their statistical significance. Questions 1 to 3 are dependent variables of the multiple regression analysis. These are the variables that measure performance and ones that were predicted by the last 3 variables. Relationships between these variables were tested using Chi-square tests and Pearson's correlation. The regression model was created using IBM SPSS.

4.5.3.5 Analysis of results from interviews

Data from interviews were analysed using the open coding grounded theory. Bhattacherjee (2012) defines open coding as a process of identifying key ideas and concepts that might be hidden within the text of the survey. As the researcher reviews the data text, she/he identifies and codes those key items, notes each, and groups the likes. Similar concepts are further grouped into higher categories which are generalisable and broad and eventually evolve into a grounded theory. This is the theory that helps the researcher to identify issues that are salient within the data and that are relevant to address the research questions.

The three Research Questions were addressed through the use of six survey questions with survey question 1 addressing Research Question 1, survey question 3 and 6 addressing Research Question 2, and survey question 2, 4, and 5 addressing Research Question 3. The main theme focuses on the following views i) alignment of ownership of country resources to that of complementary resources, ii) views about successes and/or failures of government's engagement in business, iii) experiences with PPCs and the successes/failures thereof, iv) indications of which sector owned entity would they entrust the resources of the country to (i.e. public, private), v) views on how the country can benefit from PPC and vi) perceptions on the performance of each sector in addressing the challenges that are facing the country.

Due to the limited number of interviews, the results of the survey are read by the reviewer, analysed manually, and the outcome is presented in a simple table format in Microsoft Excel.

4.5.3.6 Integrating the Results of the Mixed Methods

The results of the two methods (quantitative and qualitative) are integrated using the sprinkling and mixing/stirring approach. Bazeley and Kemp (2012) explain this method as one used when one method is dominant, and its results are used as a basis but those of the secondary method are brought in to enhance the final product. As such, the primary results of this study are derived from the quantitative approach to which the qualitative method's findings will be appended as an extension.

4.6 ISSUES OF RELIABILITY AND VALIDITY

Internal validity of research is defined by Leedy and Ormrod (2015) as the degree to which the design and the data it produces allow the researcher to draw accurate cause-and-effect information. Internal validity for this research was enhanced by selecting entities with significant local operations and those that have been operating in the country for at least five years as they would have a better understanding of the historical background of the country as well as its challenges and opportunities. Particular attention was also paid to private entities that have had experience working with the public sector as well as government institutions that have experience working with the private sector.

The degree to which the results of a study apply to areas beyond the study itself is known as external validity (Leedy and Ormrod 2015). External validity was accomplished by considering the findings and conclusions of previous research done elsewhere on the subject matter. The questions used were constructed with due consideration of the gaps identified in the literature.

Reliability was achieved by using a clear, concise, and simple questionnaire. The number of questions and options to select from was minimal and limited to fields relevant to the study. Detailed instructions about the research were provided in the covering (information) letter in which relevant terms used were explained. Only information relevant to the research and that which is necessary for the classification of respondents into the applicable categories (such as ethnic group, gender sector, and industry) was included.

The tendency of selection bias relating to either being excessively negative, positive, or selecting the neutral option, was limited by the use of a 7-point Likert scale as opposed to the usual 5-point scale. Finstad (2010) noted various advantages of a 7-point scale which outperformed a 5-point scale significantly and thus found it to be the best solution to various forms of biases in this regard.

With regard to the qualitative aspect, reliability, and validity were addressed as follows:

- **Credibility:** The qualitative research summary was prepared by the researcher who is the only person collecting all interview responses and transcribed and analyse all relevant data. The information used for interpretation and inferences was also supported by secondary data obtained from the websites of reputable organisations;
- **Dependability:** The process and results of the research were documented extensively and coded for ease of identifiability and re-performance. The data used was obtained from reputable websites;
- **Confirmability:** The qualitative research supplemented quantitative research that is supported by data gathered from various participants. As a result, an alignment between the quantitative and qualitative aspects of the data was thus expected;
- **Transferability:** The qualitative aspects of the research mainly focused on interpreting data that compares the economic performance of Namibia with those of other countries and is available on various websites. Such interpretations and inferences would be transferable to other countries as they apply to data that is publicly and readily available; and
- **Authenticity:** The researcher has experience having worked on various committees that have debated challenges relating to the subject matter at hand, and this has enabled her to use the result of the data to inform the development of the proposed framework. Further, the results of the research were documented in a manner that empowers decision-makers to take specific action to address the problem statements identified. Such proposals are supported by valid country data.

Furthermore, the user-friendliness and ability to be less susceptible to various forms of biases were tested by piloting the questionnaire with a few individuals. Their findings and recommendations were considered and resulted in appropriate adjustments to the questionnaire. Finally, before analysing the collected data, its reliability was assessed using the Cronbach alpha index in IBM-SPSS.

4.7 ETHICAL CONSIDERATIONS

To ensure research ethics are considered appropriately, the following ethical considerations were undertaken:

- The researcher obtained relevant approval for the research from the University of South Africa (UNISA). Participants were informed that the letter from the university was available on request;
- Participants were required to provide signed consent for the use of any additional institutional information they provided when answering the questionnaire and as permission to be published in the research report;
- The researcher attached the informed consent letter to the questionnaire in order to provide clarity about the purpose and use of the study. Refer to Annexure A for the Participant Information Sheet;
- The questionnaires were relevant and did not promote discrimination in any way. Refer to Annexure B for Personal Information on Questionnaire and Interview Sheet;
- Appropriate representatives with relevant knowledge and experience were selected from various institutions;
- Confidentiality of the identity and responses of participants was maintained. The surveys were coded and only numbers assigned to the respondents were used in the summary and analysis. Questionnaires were sent from and saved on the online platform Survey Monkey. The researcher's account is password-protected;
- In this age of COVID-19, most interviews were planned to be conducted virtually. In that case, permission of the participant is obtained to conduct and record the research. In addition, other measures include the use of safe software to communicate and share data;
- To protect the study against plagiarism, complete and proper referencing according to the Harvard referencing system was adhered to.

4.8 CHAPTER SUMMARY

Chapter 4 outlined the research methodology. The research design included a comparative analysis, large-scale data to be collected through the use of questionnaires, secondary data gathered on companies operating as well as data relating to some comparable companies. Finally, there were interviews conducted with selected executives. The chapter further described the sampling procedures, sample unit, and related sample size. Details regarding where interviews are conducted as well as how the questionnaire was administered were provided to ensure that collected data is safeguarded. The chapter also covered study ethics, maintaining validity and reliability, and the analysis, interpretation, and integration of the data that was gathered. An examination, synthesis, and presentation of the gathered evidence were discussed in this chapter which concluded with issues pertaining to ethical considerations.

CHAPTER 5: RESEARCH RESULTS AND SYNTHESIS ANALYSIS OF RESULTS

5.1 INTRODUCTION

The purpose of this study is to develop a framework for public private collaboration for a developing country with Namibia as a case in this regard. As detailed in Chapter 4, a mixed research methodology is adopted which includes a quantitative approach with large-scale primary data gathering through a questionnaire. Furthermore, the secondary data approach was reviewed with a focus on information about comparable countries as well as consideration of the financial position and performance of various companies across the public and private sectors. Finally, the research also included a qualitative approach component carried out through interviews with a selected target. This chapter provides a detailed analysis of the results of the research conducted as well as a summary and synthesis.

The chapter starts by outlining details of responses to data collection instruments and other related particulars. The chapter then goes further into analysing the data presented and determining the extent to which the responses address the research questions as defined in Chapter 1 as well as determine whether they confirm the related null or alternative hypothesis. As described by Blumberg, Cooper, and Schindler (2014), data analysis entails applying statistical tools, creating summaries, searching for trends, and reducing gathered data to manageable volumes.

Each research instrument covered in this chapter is set out in subsections covering each of the three research questions (RQs) and/or where applicable, the related hypothesis testing. Relevant data from the various sections of data collection instruments has been collated, analysed, and a conclusion made regarding the respective overall view of the research question. As highlighted in Chapter 4, data collection instruments were set up in such a manner that ensures that several survey questions address a specific research question. The research questions were linked to respective data collection instrument questions as set out in Table 4.4 and are also included in Table 5.1 that follows for ease of reference:

Table 5.1: Research Matrix (replica of Table 4.4)

Research Instrument	Data Gathering Questions	RQ1	RQ2	RQ3
Primary data gathering through a questionnaire	Questions 7 to 20	Qs 7-9	Qs 11,12,14	Qs 10, 13, 15-20
Secondary data gathering for companies	Questions 1 to 9	Qs 1-6	Qs 7,8	Qs 7-9
Secondary data gathering for countries	Questions 1 to 4	Qs 4	Qs 4	Qs 1,2,3
Primary data gathering through interviews	Questions 1 to 6	Q1	Qs 3,6	Qs 2,4, 5

Furthermore, the chapter tests the respective relevant hypothesis. Diamantopoulos and Schlegelmilch (2000, p. 130) explain hypothesis testing as a complementary approach to making conclusions about the population. They provide further details as follows:

> 'Whereas in estimation the focus was on making some "informed guesses" about the values of population parameters using our sample data and a relevant sampling distribution, in testing hypothesis, the aim is to examine whether a particular proposition concerning the population is likely to hold or not to hold.'

Finally, Diamantopoulos and Schlegelmilch (2000) outline five steps to be followed in hypothesis testing. These steps are as follows:

Step 1: Formulate the null and alternative hypotheses

In this study, for the applicable instruments, the researcher tested the hypotheses outlined in the relevant sections to determine whether the findings of the survey would hold or not hold for those hypotheses.

Step 2: Specification of significance level

A significance level of 0.5 was used. Although this level is quite high, it is usually applied in academics (Laerd Statistics 2018).

Step 3: Select an appropriate statistical test

The Chi-square (P-value) test was applied to test the hypotheses. This test was noted as appropriate since the hypotheses were comparing the connection between two variables, an independent and a dependent one. In addition, some hypotheses tested one-sample data, some two-sample data while others tested multiple-sample data. Diamantopoulos and Schlegelmilch (2000) provided guidance for the Chi-Square test that was used for each of these types of samples.

Step 4: Identify the distribution of the test statistic and define the region of the rejection

For this study, a test statistic and region of rejection for each hypothesis were determined and presented under the relevant section.

Step 5: Compute the value of the test statistic from the data and decide whether to reject or not to reject the null hypothesis

The value for each of the hypotheses from data relevant to such hypothesis was tested under sections relevant sections below, and a conclusion was made as to whether the null hypothesis is rejected or accepted.

5.2 DEMOGRAPHICS

5.2.1 Primary data

The survey for gathering large-scale primary data was administered using Survey Monkey, an online self-administered survey platform. In addition, the analytical capabilities of Survey Monkey, SPSS, and Microsoft Excel were utilised to analyse the data that is presented in this study.

Data was gathered by sending a survey to a total sample of 1,000. The calculated sample was 550 units, however, a larger number than originally planned was sampled from all categories in order to increase the spread of respondents as well as the chance of coverage in response since limited internet coverage and/or inconsistent use of emails might lead to a decline in responses. Besides the obvious research population size proportionate base for allocation, the allocation of the sample among the various categories was based on consideration of accessibility of the various groups to the internet and emails. For example, in their respective categories, financial services, central government, state-owned enterprises, and multilateral organisations were allocated a disproportionately larger share of the sample as they are mostly located in the capital city (Windhoek), which is also the business capital, where internet is easily accessible, executives frequently have access to emails and are more likely to engage in public-private collaborations and engagements Details about the sectoral composition of the sample are as set out in Table 5.2.:

Table 5.2: Sector Composition of the Sample

Sector	Population	Sample	Ratio %
Private Sector – Financial Service	200	100	10.0%
Private Sector – Industry Bodies	60	30	3.0%
Private Sector – Mining	125	50	5.0%
Private Sector – Other Listed Entities	150	50	5.0%
Private Sector – Other	975	245	24.5%
Public Sector – Central Government	288	150	15.0%
Public Sector – State Owned Enterprises	400	150	15.0%
Public Sector – Regional Government	98	25	2.5%
Public Sector – Local Government	513	150	15.0%
Other Stakeholders - Academia	21	12	1.2%
Other Stakeholders – Multilateral Organisation	100	20	2.0%
Other Stakeholders – Trade Unions	70	18	1.8%
Total	**3,000**	**1,000**	**100.0%**

As shown in Table 5.2. the sample includes representatives from all 14 regional governments as well as all government ministries in the country. In addition, representatives from 24 local authorities were included. The selection includes samples from all the larger local authorities referred to as municipalities/cities, as well as some towns and villages in communal areas. The selection of cities, towns, and villages was made in such a manner that the sample covers local authorities from all the regions across the country. The target population covering State Owned Enterprises and Private entities remained as detailed in Chapter 4.

5.2.2 Response Rate

An overall response rate of circa 40% (i.e. 38.9%) was achieved as indicated in Tables 5.3 and 5.4. Although the response rate for some subcategories is low, the overall response rate for each respective category i.e. private sector, public sector, and other stakeholders is more than 35% and well spread over the categories as presented in Table 5.3. Furthermore, it was noted that some of the respondents skipped a few questions as detailed in Table 5.5. Accordingly, a revised number of respondents per question was provided, except for questions 2 and 5 which were optional. The detailed analysis of responses was performed per question and therefore, covered only the number of respondents that responded to that specific question. The respondents are more than 35% of the sample which is deemed acceptable in accordance with Kent and Lee (1999) whose findings indicated that the response rate from an online survey could be as low as 15%. To increase the response rate, the researcher sent reminders throughout the data collection period and in addition, made personal email appeals to the sampled persons as these efforts are deemed to assist in increasing the rate of response (Sheehan and Hoy 1999).

Table 5.3: Response Rate per Sector (Overall)

Sector	Sample	Response	Response Rate %
Private Sector	475	182	38.3%
Public Sector	475	168	35.4%
Other Stakeholders	50	18	36.0%
Unspecified	-	21	-
Total	**1,000**	**389**	**38.9%**

Table 5.4: Response Rate per Sector (subcategory)

Sector	Sample	Response	Response Rate %
Private Sector – Financial Service	100	68	68%
Private Sector – Industry Body	30	10	33%
Private Sector – Mining	50	6	12%
Private Sector – Other Listed Entities	50	9	18%
Private Sector – Other	245	89	36%
Public Sector – Central Government	150	80	53%
Public Sector – State Owned Enterprises	150	72	48%
Public Sector – Regional Government	25	3	12%
Public Sector – Local Government	150	13	9%

Sector	Sample	Response	Response Rate %
Other Stakeholders - Academia	12	9	75%
Other Stakeholders – Multilateral Organisation	20	7	35%
Other Stakeholders – Trade Unions	18	2	11%
Unspecified	-	21	-
Total	**1,000**	**389**	**38.9%**

Table 5.5: Response Rate per Question

Sector	Total Invite	Total Respondents	Skipped	Revised Respondents	Response Rate %
Question 1 (Optional)*	N/A	N/A	N/A	N/A	N/A
Question 2	1,000	389	10	379	37.9%
Question 3	1,000	389	6	383	38.3%
Question 4	1,000	389	7	382	38.2%
Question 5 (Optional)*	N/A	N/A	N/A	N/A	N/A
Question 6	1,000	389	2	387	38.7%
Question 7	1,000	389	6	383	38.3%
Question 8	1,000	389	10	379	37.9%
Question 9	1,000	389	16	373	37.3%
Question 10	1,000	389	13	376	37.6%
Question 11	1,000	389	9	380	38.0%
Question 12	1,000	389	10	379	37.9%
Question 13	1,000	389	12	377	37.7%
Question 14	1,000	389	16	373	37.3%
Question 15	1,000	389	11	378	37.8%
Question 16	1,000	389	12	377	37.7%

Sector	Total Invite	Total Respondents	Skipped	Revised Respondents	Response Rate %
Question 17	1,000	389	13	376	37.6%
Question 18	1,000	389	10	379	37.9%
Question 19	1,000	389	10	379	37.9%
Question 20	1,000	389	11	378	37.8%
Total	**1,000**	**389**	**2**	**387**	**38.7%**

* Note: Questions 1 and 5 relate to the name of the respondent and the name of the organisation they work for/or represent and were optional. Thus, no analysis or summary is presented on these two questions.

The following noteworthy points regarding the response rates were observed:

- At 9% (16/175 government – regional and local), the response rate of the public sector, excluding Central government and State-Owned Enterprises was noted as relatively low. This could be attributed to the fact that most of these offices are spread throughout the country and outside of urban centres where internet access and ultimately frequent use of emails might be limited,
- The response rate for Mining and Other listed entities is relatively low especially when compared to financial services. This similar trend is noted in other subcategories where the response rate is low, but the overall category is still in the acceptable range. In addition to mining being in remote areas as opposed to city/town locations for financial services;
- At 75% response rate, academia recorded the highest response rate of all sectors. This could be attributable to academia's understanding and appreciation for research;
- With 15 respondents skipping Questions 9 and 14, the respective response rates were the lowest at 37.3%. However, this rate is still in the acceptable range and thus all questions gathered sufficient responses to draw conclusions, accordingly; and
- The response rates for all questions are more or less the same, ranging from 37.3% to 38.7%.

5.2.2.1 Response rate by gender

As indicated in the Table 5.6. 54.8% of the respondents were male while 42.4% were female. The high number of male respondents was to be expected as the country's executive positions are dominated by males due to historical laws that disadvantaged female employees in the workplace as well as ongoing challenges for women to climb the management ladder (Legal Assistance Centre 2016).

Table 5.6: Response Rate by Gender

Gender	Number	%
Male	213	54.8%
Female	165	42.4%
Other	1	0.2%
Skipped	10	2.6%
Total	**389**	**100.0%**

5.2.2.2 Response rate by ethnic background

The Table 5.7. reveals that a larger percentage of the, 61.5% of respondents were black Africans followed by Whites/Caucasians at 27.0% and Coloureds/Basters at 6.9%. While Black Africans are expected to be the majority as they represent more than 90% of the Namibian population (World Population Review 2022), Whites/Caucasians are dominant especially at senior level in the workplace due to previous discriminatory laws (Employment Equity Commission 2018). The composition of the respondents per ethnic group is thus noted to be reasonable.

Table 5.7: Response Rate by Ethnic Group

Ethnic Group	Number	%
Black African	239	61.5%
White/Caucasian	105	27.0%
Coloured/Basters	27	6.9%
Other	11	2.8%

Ethnic Group	Number	%
Skipped	7	1.8%
Total	**389**	**100.0%**

5.2.2.3 Response by citizenship status

Finally, the Namibian status of the respondents indicates that with 84.1%, the participants were mostly Namibian citizens, followed by work permit holders (4.4%), permanent residents (4.1%), holders of work visas (3.2%) and domicile (married to Namibians) (2.1%) respectively.

Table 5.8: Response Rate by Citizenship

Status	Number	%
Namibian Citizen	327	84.1%
Permanent Resident	16	4.1%
Domicile (Married to a Namibian)	8	2.1%
Work Permit Holder	17	4.4%
Work Visa Holder	13	3.2%
Skipped	8	2.1%
Total	**389**	**100%**

- **Summary of demographics of the survey**

The results of the demographics of the survey can be summarised as follows:

- Good responses were received from respondents on the survey in general and on each of the questions and thus the participation rate is noted as acceptable;
- In addition, respondents have provided information that has enabled the results to be summarised in terms of demographics relating to their respective sectors;
- The questionnaire did not focus on demographics relating to qualification and experience however, the selection of the sample was based on targeting mostly executives who are at senior level in their respective organisations. Nevertheless, the employment of these executives in both the public and private sectors is based on the possession of relevant

qualifications (mostly a Masters' degree) and experience (more than 5 years in management);

- Finally, although the sample selection did not include information about the gender and race of the respondents, for the benefit of determining fair representation of various demographics in the study, such information was requested and included in the analysis. As indicated in the relevant tables, it was noted that responses were received from respondents from both male and female gender categories, from various ethnic groups, and mostly holders of Namibian citizenship.

5.2.3 Secondary data - Companies

Some challenges were experienced with collecting data for companies in Namibia. The main challenge relating to State Owned Enterprises is that some of them have not prepared financial statements for the past number of years. On the side of the private sector, only a few companies have a primary listing on the Namibia Stock Exchange. Most have secondary listing and therefore financial information available relates to their holding companies and includes group reporting of non-Namibia operations. Finally, there was only one company with dual ownership but the status in shareholding has changed over the past few years from dual ownership to state-owned to listed.

5.2.3.1 Summary of secondary data for companies

In the end, the financial statements of 14 SOEs and 14 privately owned companies which made a total of 28 were reviewed. The financial information reviewed was collected for a period covering one financial year (12 full months) for each company as many companies did not have publicly available information for consequent years. Furthermore, due to the challenges recorded above, the financial year ends to which the information used to apply, are not the same. The end of the financial year-end for the information used ranges between 31 March 2017 (covering a 12-month financial year from 1 April to 31 March) and 31 December 2021 (covering a 12-month financial year from 1 January to 31 December). Table 5.9 presents a summary of the financial information of the companies reviewed. The information is presented in four categories representing i) assets summarised from the statement of financial position of the various companies; ii) Capital Invested/Equity summarised from the statement of financial position iii) financial results summarised from the statement of comprehensive income; and iv) employee information obtained from the notes to the financial statement or the respective websites of the companies.

Table 5.9: Financial Position and Performance of Companies (State Owned Enterprises and Privately Owned Companies)

Description	Total SOEs (14 entities) N$ (Local Currency)	Total Private Owned (14 entities) N$ (Local Currency)
1. Assets		
Property Plant and Equipment (PPE)	44,834,160,180	8,838,585,018
Total Assets	88,253,308,490	181,147,163,982
Intangible Assets	1,233,557,303	1,696,175,717
Tangible non-current assets	72,961,211,286	166,374,964,752
PPE as a percentage of Total Assets	51%	5%
Tangible assets as a percentage of Total assets	83%	92%
Intangible Assets as a percentage of Total Assets (mostly goodwill and software)	1%	1%
2. Capital Invested/Equity		
Share Capital	7,270,419,700	3,062,243,343
Retained Income/Accumulated profit and Other Reserves	39,379,909,382	23,717,086,910
Share Capital (Prior Year)	7,270,419,700	2,875,467,237
Retained Income/Accumulated profit and Other Reserves (PY)	37,472,703,593	22,703,699,470
Average equity for the year	45,696,726,188	26,179,248,480
3. Financial Results		
Sales/Turnover/Revenue	21,598,240,718	23,549,674,858
Gross/Operating Profit	1,116,228,577	5,984,721,773
Profit/(loss) for the year	1,327,806,097	3,622,614,729
Profit/(loss) before Tax	1,888,325,552	5,046,174,411

Description	Total SOEs (14 entities) N$ (Local Currency)	Total Private Owned (14 entities) N$ (Local Currency)
Total comprehensive income/loss	2,510,052,939	3,771,722,754
4. Number of Employees	7,270	12,365

Further analysis of this data is performed and documented further under Section 5.4.

5.2.4 Secondary data - Countries

There are several indicators used to measure the economic, socio-economic, and other performance outcomes of a country. Some of these indicators are measured at the overall country level while others are measured at the sector performance level.

Under Section 5.5, data presented in Tables 5.10, 50.11, and 5.12 was used to perform detailed analysis to compare the performance of the selected five countries to each other to determine whether they are statistically different or similar and in which areas they are so. Furthermore, Namibia was compared to the relevant countries in order to make informed conclusions as to how the input and/or investments in various areas impact the performance of the country in comparison to the selected countries.

5.2.4.1 Summary of secondary data for countries

According to the latest available data (December 2022) about several indicators widely used to evaluate the performance of countries, Namibia's ratings in comparison to the four selected countries as indicated in Table 5.10.

Table 5.10: Indicators of Country Performance

Index (Latest Available by June 2022)	Namibia	Rwanda	New Zealand	Finland	Singapore
Credit Rating (CIA 2022)	Ba3	B+	AAA	AA+	AAA
GDP (US$ billions) 2021, (The World Bank 2022)	12.05	9.14	2,299.03	265.10	338.23
GDP Per Capita, PPP (International $ Current) 2021 (The World Bank 2022)	10,128	2,003	40,531	46,497	94,050

Index (Latest Available by June 2022)	Namibia	Rwanda	New Zealand	Finland	Singapore
GDP Growth % 2021, (The World Bank 2022)	1.08	6.40	2.87	0.73	3.27
Unemployment ILO estimates (% of total labour force) 2021, (The World Bank 2022)	20.71	1.21	5.05	8.08	3.78
Net lending/borrowing (% of GDP) 2020 (The World Bank 2022)	(7.68)	(3.37)	(1.06)	(1.45)	5.43
Gross Savings as % of GDP, 2021 (The World Bank 2022)	13.78	12.90	19.80	22.50	44.00

Table 5.11 provides indicators relating to the performance of specifically identified sectors and their respective contribution to GDP.

Table 5.11: Indicators of Sector Input and Performance

Sectoral related indicators	Namibia	Rwanda	New Zealand	Finland	Singapore
Agriculture as % of employment (ILO) 2019 (input)	25.30	69.80	6.40	4.00	-
Agricultural land as % of land area (input)	47.10	73.57	40.94	7.50	0.92
Agriculture, forestry & fishing value add per as % of GDP (2021)	7.86	24.87	7.00	2.35	-
Agriculture, forestry & fishing value added per worker (US$) (2019)	4,887.20	546.88	49,805.85	51,828.46	45,297.73
Industries value added per worker (US$)	27,006.50	3,414.39	77,125.65	103,241.85	129,525.86
Industry employment as % employment (ILO)	15.30	22.80	20.20	22.40	18.40
Industry values add as % of GDP 2021	26.91	18.00	20.73	23.99	24.17

Sectoral related indicators	Namibia	Rwanda	New Zealand	Finland	Singapore
Services value added per worker (US$) 2019	14,851.60	3,357.57	63,252.76	151,578.23	78,828.78
Services employment as % employment (ILO) 2019	58.90	22.70	73.30	73.60	81.60
Services values add as % of GDP 2021	57.71	48.79	65.18	60.24	70.26

Source: *The World Bank (2022)*

Table 5.12 provides information pertaining to indicators of investments, trade, and involvement of the private sector in the business as well as country trade performance.

Table 5.12: Private Sector Participation and Trade Performance Indicators

Indicator	Namibia	Rwanda	New Zealand	Finland	Singapore
Foreign Direct Investment net inflows (US$ current) - billions	0.44	0.24	2.22	5.40	73.93
Domestic credit to the private sector (% of GDP) 2020	68.15	19.28	154.04	93.86	120.51
Exports of goods and services (% of GDP)	35.83	16.98	27.53	37.41	181.68
High-technology exports (% of manufactured exports)	1.60	11.30	10.10	9.80	51.30
ICT service export as % of exports	2.88	2.77	5.50	33.01	6.69
Merchandise Trade (% of GDP)	106.19	37.14	39.21	53.99	220.70
Merchandise exports (current US$ billion) 2020	5.30	0.95	38.75	70.48	391.31
Ores and metals exports (% of merchandise exports)	26.35	34.01	3.04	5.64	1.02

Listed Domestics Companies	8.90	4.00	146.60	131.90	475.30
Market Capitalisation of Listed Domestic Entities (as % of GDP)	12.86	31.00	41.44	26.95	214.97

Source: *The World Bank (2022)*

5.2.5 Interviews

Interviews were collected from three groups i.e. private sector players, public sector players, and other stakeholders. A selection was made from the respondents to the questionnaire. Due to the limited availability of executives for face-to-face, interview data were collected through virtual discussions and recorded independently on SurveyMonkey utilising six open-ended questions. While this method limits follow-up questions to any responses and reading of body language, it assisted in ensuring that interviewees were able to also record responded to the questions at their own pace while at the same time also having the liberty to answer the questions without the influence of group views and/or leading by the interviewer. Moreover, it allowed for deeper reflection into factors related to their practices that led to a collection of descriptive data.

5.2.5.1 Demographics of the respondents

The demographics of the respondents, by race and gender, are split as follows.

Table 5.13: Demographics of respondents to the interviews

Demographic Group	Private	Public	Other Stakeholders	Total
Black	6.0	9.0	4.0	19.0
White	4.0	2.0	6.0	12.0
Total	**10.0**	**11.0**	**10.0**	**31.0**
Female	4.0	6.0	2.0	12.0
Male	6.0	5.0	8.0	19.0
Total	**10.0**	**11.0**	**10.0**	**31.0**
Black Male	3.0	4.0	3.0	10.0
Black Female	3.0	5.0	1.0	9.0

Demographic Group	Private	Public	Other Stakeholders	Total
White Male	3.0	1.0	5.0	9.0
White Female	1.0	1.0	1.0	3.0
Total	**10.0**	**11.0**	**10.0**	**31.0**

The demographic representation in Table 5.13 is aligned to the country's demographics with the black race being in the majority overall and specifically in the public sector. Furthermore, the representation of males in executive roles is aligned with the country's leadership demographics in business, government, and civil society.

5.3 DESCRIPTIVE STATISTICS – DATA COLLECTION SURVEY

5.3.1 Testing the reliability of the data collection survey

Various tests were undertaken to test the validity of the questionnaire and thus its outcomes.

5.3.1.1 Details of the survey questions

Questions 7 to 20 sought to determine respondents' views on certain matters by rating them on a Likert scale of 1 to 7 with 1 being the least desired and 7 being the best alternative.

5.3.1.2 Variables created through Exploratory Factor analysis and research goals

Using SPSS to perform the Exploratory Factor Analysis (EFA) of the survey, the following four variables were identified and created.

Table 5.14: Four Variables from Exploratory Factor Analysis

Variable Name	Explanation
1. Performance_Pub (Q12, 13, 16 & 19)	Measures the role and performance of public sector entities in managing assets of the country for financial, socio-economic, and economic impact
2. Performance_Priv (Q11, 15, 18)	Measures the role and performance of private entity sectors in managing assets of the country for financial, socio-economic, and economic impact
3. Performance_CO (Q10, 17 and 20)	Measures the role and performance of co-owned and co-managed entities by

Variable Name	Explanation
	public and private sectors in managing assets of the country for financial, socio-economic, and economic impact
4. Control_Resource (Q7 & 8)	Measures the perceived ownership of resources by the public or private sector.

The details of the analysis and results for the SPSS's EFA that support the Variables in Table 5.14 are as detailed in Table 5.15. In this table, the questions with a factor value of around 6 were noted to relate to the respective components. After performing the respective SPSS EFA test, based on the response trends, the questions were grouped into respective categories. This shows that there was a correlation/alignment in respondents' views on these respective questions.

Table 5.15: Rotated Component Matrix

Factors				
Questions	**1**	**2**	**3**	**4**
Q16	0.792			
Q13	0.757			
Q19	0.796			
Q12	0.681			
Q15		0.750		
Q18		0.748		
Q11		0.694		
Q20			0.903	
Q17			0.872	
Q10			0.578	
Q7				0.773
Q8				-0.773

Factors				
Questions	**1**	**2**	**3**	**4**
Extraction Method: Principal Component Analysis				
Rotation Method: Varimax with Kaiser Normalization. A rotation converges in 5 iterations.				

5.3.1.3 Test for normality

The test for normality was conducted to determine the type of analysis that should be made. Parametric tests were to be used in cases of normal distribution. If the data is not normally distributed, then nonparametric tests are used. However, the assumption of normality was relaxed since the required test did not have a non-parametric equivalent.

Hypothesis for normality test:

Null hypothesis: The data is normally distributed.

Alternative hypothesis: The data is not normally distributed.

The null hypothesis is rejected if the Klomogorov-Smirnova test produces a p-value < 0.05.

Table 5.16: Tests of Normality – Kolmogorov-Smirnova

Variable Name	Statistic	df	P-value.
Performance_Pub	0.058	376	0.004
Performance_Priv	0.079	376	0.000
Performance_CO	0.103	376	0.000
Control_resource	0.160	376	0.000
Log_Control_resource	0.201	376	0.000
log_Perfpub	0.120	376	0.000
log_perfPriv	0.131	376	0.000
log_perfCO	0.147	376	0.000

As shown above, all the observed P-values are less than 0.05, which indicates that the data is not normally distributed. To test this further, the log transformation for each variable was taken, and all these P-values are less than 0.05, which indicates that the data is not normally distributed even with transformed values. It is therefore concluded that the data is not normally distributed and thus the nonparametric tests will be used.

5.3.1.4 Chi-square correlations between demographic information and Response to questions

The results in the table below were obtained from a Chi-square test of association between the sector information, and the responses to the 14 questions asked. With sector/role as the independent variable and the other factors as dependent variables, Cramer's V and the Chi-square (P-value) results per question are as follows:

Table 5.17: Cramer's V Coefficient and P-value per Question

Question	Cramer's V Coefficient	Chi-square P-value
Q7	0.109	0.748
Q8	0.137	0.258
Q9	0.145	0.168
Q10	0.102	0.866
Q11	0.113	0.692
Q12	0.223	0.000
Q13	0.220	0.000
Q14	0.190	0.002
Q15	0.202	0.000
Q16	0.278	0.000
Q17	0.168	0.022
Q18	0.166	0.026
Q19	0.272	0.000
Q20	0.146	0.150

The findings in the table above indicate that the relationship between the 2 variables is statistically significant if the **P-value is less than 0.05.**

Lowery (2014), states the Cramer's V interpretation as:

- If Cramer's V is less than 0.10 (<0.10), then there is a weak relationship between variables.
- If Cramer's V is between 0.10 and 0.25, then there is a moderate relationship between the variables.
- If Cramer's V is above 0.25, then there is a strong relationship between variables.

For example, from the results, Cramer's V of Sector or Role and Q19 is 0.272 which means that there is a strong relationship between the sector a respondent works in and the type of answer they gave to Question 19. This relationship is also statistically significant because P-value = 0.000, which is less than 0.05.

Following the same pattern of reasoning, for Cramer's V, the weak relationships are highlighted by a yellow colour, and the strong relationship is highlighted by a green colour, all other relationships are deemed moderate. For the Chi-square test, the yellow highlight indicates responses where a relationship between the demographics of the respondents and their respective responses, exists.

To summarise the outcomes of the analysis in terms of Sector/Role, there are two questions (16 and 19) that reveal a strong relationship between the respondent's sector/role and their response, in terms of Cramer's V. Consideration of their P-value (which are both below 0.05) also indicates that these responses are statistically significant. Besides these observations, there is only one question (i.e., Question 10) where Cramer's V is weak. For all other questions, there is a moderate relationship in all those circumstances (11 responses) except for 5, where the responses are statistically significant (P-values are more than 0.05). Accordingly, it can be concluded that there is a relationship between a respondent's Sector/Role and their respective responses to some of the answers that can statistically impact the outcome of the survey.

5.3.2 Additional high-level overview of responses

Table 5.18 summarises the average score as well as the spread of ratings per question, while Table 5.19 outlines average ratings based on the sectoral representation of the respondents. In other words, these Tables 5.18 and 5.19 provide descriptive outcomes/statistics per question.

5.3.2.1 Summary of ratings per question and theme group

Table 5.18: Descriptive Statistics

Question	Number of Respondents	Minimum	Maximum	Mean	Std. Deviation
Q7	383	1	7	4.280	1.520
Q8	379	1	7	4.580	1.530
Q9	373	1	7	3.540	1.302
Q10	376	1	7	5.860	1.404
Q11	380	1	7	4.020	1.407
Q12	379	1	5	2.750	1.163
Q13	377	1	7	2.590	1.314
Q14	373	1	7	3.530	1.245
Q15	378	1	7	4.840	1.512
Q16	377	1	7	3.060	1.638
Q17	376	1	7	4.890	1.595
Q18	379	1	7	4.490	1.497
Q19	379	1	7	3.590	1.649
Q20	378	1	7	4.950	1.558
Performance _Pub	382	1	6.5	2.993	1.134
Performance _Priv	383	1.33	7	4.449	1.145
Performance _CO	381	1	7	5.228	1.250
Control_pub	379	1	7	4.578	1.530

Based on a 7-point Likert scale, 4 would be the average/mean. As per SPSS analysis, Table 5.18 reveals that responses to about 4 questions are towards the higher end of the rating scale which is either above or very close to 5 (as highlighted in yellow), while responses to 4 questions are around average (as highlighted in green).

According to the standard deviation, which is between 1.2 and 1.6 for all questions, the results show that the views of respondents on the respective questions are more or less similar and closer to the mean. This basically means that respondents' views are not far spread across the two ends of the spectrum.

5.3.2.2 Summary of average rating per sector

The mean per question is further aggregated to each selected group as per Table 5. 19.

Table 5.19: Average/mean score per sector

Question	Overall Average	Private Sector – Financial Services	Private Sector - Other	Public Sector – Central Govt.	Public Sector - SOEs	Public Sector – Regional & Local Govt.	Other Stakeholders
Question 7	4.28	4.06	4.19	4.05	4.61	5.00	4.49
Question 8	4.58	4.44	4.66	4.51	4.62	4.53	4.68
Question 9	3.54	3.46	3.25	3.68	3.83	3.81	3.68
Question 10	5.86	5.81	5.82	6.04	5.94	5.40	5.71
Question 11	4.02	4.09	4.21	3.81	3.84	4.25	4.03
Question 12	2.75	2.51	2.40	3.35	2.75	3.25	2.74
Question 13	2.59	2.16	2.28	3.14	2.63	3.31	2.74
Question 14	3.53	3.31	3.30	3.94	3.49	4.19	3.44
Question 15	4.84	5.51	5.14	4.25	4.56	4.69	4.54
Question 16	3.06	2.36	2.50	3.89	3.21	4.47	3.38
Question 17	4.89	4.93	4.55	5.07	5.47	4.06	4.76
Question 18	4.49	4.70	4.81	3.97	4.28	4.63	4.49
Question 19	3.59	2.94	2.87	4.47	3.92	4.63	4.03
Question 20	4.95	4.88	4.72	5.23	5.38	4.60	4.53

5.3.2.3 Summary of high-level overview of the survey

The results of the high level of the survey can be summarised as follows:

- While there are non-alignments between the various groups on a number of questions, most of these non-alignments do not fall outside of the rating groups among the various categories, except in about three questions which are 16, 18, and 19. In terms of Questions 16 and 19, the disparity in views between the business minds i.e., private sector and SOEs is noted from that of the government respondents;
- For Question 16, respondents from the government both central, regional, and local on average are more likely to entrust the ownership of Namibian resources to the Public Sector, in order to increase their financial performance as opposed to their counterparts from the private sector, SOEs and other stakeholders;
- concerning Question 18, respondents from the Central government are less likely to entrust the ownership of Namibian resources to the Private Sector, to increase their socio-economic impact as opposed to all other respondents;
- In terms of Question 19, the private sector respondents and to a lesser extent respondents from SOEs are less likely to entrust the ownership of Namibian resources to the Public Sector, in order to increase their socio-economic impact.
- Furthermore, it is notable that respondents from both sectors, although less from the public sector, are likely to entrust the ownership of Namibian resources to the Private Sector, in order to increase their financial impact;
- Finally, 3 of the 4 questions with the highest average rating i.e. 10, 17, and 20 are those that speak to Public Private Collaboration and its potential benefit for the economy. Furthermore, at 5.228, the mean for a joint-controlled company (Performance_Co per Table 5.18) is higher than that of a privately controlled company at 4.449 and much more than that of a public controlled company at 2.993. It is also glaring to note that a public controlled company is the only grouping that scored an overall rate below the average of 3.5.

Therefore, in summary, according to these ratings, respondents are more likely to:

- believe that Public Private Collaboration can benefit the economic success of Namibia (Question 10).

- entrust the ownership of Namibian resources to an entity with dual ownership by the public and private sector, in order to increase their financial performance (Question 17); and
- entrust the ownership of Namibian resources to an entity with dual ownership by the public and private sector owned entity, in order to increase their socio-economic impact (Question 20).

5.3.3 RQ1 - When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

Questions 7, 8, and 9 of the survey were designed to address Research Question 1. During the analysis, it was noted that the research question will be addressed by having one component as a dependent variable and the other as an independent variable. For this question, the performance of the public or private sector is indicated as the dependent variable while the control of resource component is the predictor. The analysis constructs indicated that the responses that had a Cronbach Alpha of 0.7 on the control of resource component were questions 7 and 8, on the private sector performance component were Questions 11, 15, and 18, and on the public sector performance component were Questions 12, 13, 16 and 19.

5.3.3.1 Hypothesis 1

The first research question of this study was to determine if there is a relationship between ownership of Namibian resources and that of complementary resources that can enhance their performance.

Hypothesis 1

H_0: There is no relationship between ownership of Namibian resources and that of complementary resources that can enhance their performance.

H_1: There is a relationship between ownership of Namibian resources and that of complementary resources that can enhance their performance.

Three types of regression analysis tests were performed to determine whether there is a relationship between the ownership/management of resources and the performance of those resources. These tests are the model summary, the ANOVA, and the coefficients.

From the **Model summary** table, the main focus should be on the R-Square that indicates the percentage change in the dependent variable, that can be attributed to the predictors (input variables).

From the **ANOVA** table, the main interest should be in the P-value, where less than 0.05 indicates that the model is statistically significant, or more precisely that there is at least one predictor in the model that predicts the dependent variable.

The **Coefficients** table generates the regression coefficient, and their corresponding p-values, which assist in interpreting the unstandardized coefficient B that is statistically significant (sig.<0.05).

The outcome for these tests using each of the two variables (public and private) as dependent variables and the others as predictor variables are as follows:

- **Performance_Pub as the dependent variable**

Table 5.20 summarises the model for performance as a dependent variable in the public sector.

Table 5.20: Model Summary (Performance-Public Sector)

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.811a	0.658	0.651	0.67155
a) Predictors: (Constant), Performance_Priv, Control_resource, Sector or Role, Performance_Dual				

From the model summary, the $R^2 = 0.658$, which is to say that 65.8% of the change in perceptions of the performance of public sector-managed entities, can be explained by the obtained predictor variables (e.g., Sector).

Table 5.21 summarises the ANOVA performance in the public sector:

Table 5.21: ANOVA (Performance-Public Sector)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	315.219	7	45.031	99.853	0.000
	Residual	164.155	364	0.451		

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Total	479.374	371			
a) **Dependent Variable:** Performance_Pub						
b) **Predictors:** (Constant), Performance_Priv, Control_resource, Sector or Role, Performance_Dual						

From the **ANOVA** table, a P-value = 0.000 is obtained, which is less than 0.05 and thus tells us that the model is statistically significant, or more precisely that there is at least one predictor in the model that predicts the dependent variable.

Table 5.22 summarises the coefficients in the performance of the public sector:

Table 5.22: Coefficients (Performance-Public Sector)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	0.831	0.248		3.346	0.001
	Control_resource	-0.043	0.032	-0.058	-1.347	0.179
	Sector or Role	0.143	0.036	0.126	3.994	0.000
	Performance_CO	0.069	0.034	0.075	2.037	0.051
	Performance_Priv	-0.672	0.045	-0.676	-14.883	0.000
a) **Dependent Variable:** Performance_Pub						

From the **Coefficients** table, the regression coefficient was obtained, and their corresponding P-value. This draws an interest in the relationship between a dependent variable and the control of the resources. In this case, a P-value of 0.179 was generated which is more than 0.05, and this means that the null hypothesis is accepted, and the alternative hypothesis is rejected.

- **Performance_Private as the dependent variable**

Table 5.23 summarises the model for performance as a dependent variable in the private sector.

Table 5.23: Model Summary (Performance-Private Sector)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.847a	0.717	0.711	0.61492
a) **Predictors:** (Constant), Performance_Pub, Control_resource, Sector or Role, Performance_Dual				

From the model summary, the $R^2 = 0.717$, which is to say that 71.7% of the change in perceptions of the performance of public sector-managed entities, can be explained by the obtained predictor variables (e.g., Sector).

Table 5.24 summarises the ANOVA Performance in The Private Sector:

Table 5.24: ANOVA (Performance-Private Sector)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	348.000	7	49.714	131.474	0.000
	Residual	137.639	364	0.378		
	Total	485.639	371			
a) **Dependent Variable:** Performance_Pri						
b) **Predictors:** (Constant), Performance_Pub, Control_resource, Sector or Role, Performance_Dual						

From the **ANOVA** table, a P-value = 0.000 was obtained, which is less than 0.05 and thus tells us that the model is statistically significant, or more precisely that there is at least one predictor in the model that predicts a dependent variable.

Table 5.25 summarises the coefficients in the performance of the private sector.

Table 5.25: Coefficients (Performance-Private Sector)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.507	0.217		6.947	0.000
	Control_resource	0.041	0.029	0.055	1.388	0.166
	Sector or Role	-0.010	0.033	-0.008	-0.287	0.774
	Performance_CO	0.047	0.031	0.050	1.494	0.136
	Performance_Pub	-0.563	0.038	-0.560	-14.883	0.000
a) **Dependent Variable:** Performance_Private						

From the **Coefficients** table, the regression coefficient, and their corresponding P-value were generated. This has drawn an interest in the relationship between the dependent variable and the control of the resources. In this case, a P-value of 0.166 which is more than 0.05 was obtained meaning that the null hypothesis is accepted, and the alternative hypothesis is rejected.

In addition to the above, Question 9 specifically sought the respondents' views on whether there is alignment between the country's resources and the complementary resources that play a role in the respective performance.

Question 9 - How would you rate the alignment of ownership of Namibian resources to the ownership of complementary resources that can enhance their performance?

The results for the mean, Cramer's V Coefficient, and Chi-square P-value are indicated in Table 5.26.

Table 5.26: Summary results of Question 9

Independent variable	Mean	Cramer's V Coefficient	Chi-Square P-value
Sector/Role	3.54	0.145	0.168

The mean for Question 9 indicates a value of 3.54 which is just around the average. According to Cramer's V which is > 0.1 and < 0.25, there is a moderate relationship between the respondent's sector/role and their respective response to this question. In terms of the

Chi-square P-value, at 0.168 based on independent variables of sector/role, is much higher than 0.05.

Conclusion:

Since the value of Chi-square (P-value) is more than the significance level of 0.05, the null hypothesis is accepted, and the alternative is rejected for both the public and private sectors. Therefore, it can be concluded that when considering the control of the country's resources in Namibia between the public and private sectors, there is no relationship between ownership thereof and that of complementary resources that can enhance their performance. In other words, the owners and those who control the country's resources are not the ones who own and/or control complementary resources.

5.3.4 RQ2 - What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

Questions 11, 12, and 14 of the survey were designed with a view of addressing Research Question 2. The second research question sought to determine the extent to which respondents believed that the country has experienced successes to date in the implementation of PPC:

5.3.4.1 Hypothesis 2

H_0: No success factors have been observed in the implementation of PPP or PPC in Namibia to date.

H_1: Several success factors have been observed in the implementation of PPP or PPC in Namibia to date.

Three analyses were performed to determine the extent of collaboration perceived on each of the questions identified. The mean, Cramer's V Coefficient, and Chi-square P-value. The latter two analysis were performed with each of the questions as a dependent variable and sector/role as the independent variable respectively.

Table 5.27: Descriptive Statistics (Questions 11, 12, and 14)

	N	Minimum	Maximum	Mean	Std. Deviation	Cramer's V Coefficient	Chi-Square P-value
Q11	380	1	7	4.02	1.407	0.113	0.692

	N	Minimum	Maximum	Mean	Std. Deviation	Cramer's V Coefficient	Chi-Square P-value
Q12	379	1	5	2.75	1.163	0.223	0.000
Q14	373	1	7	3.53	1.245	0.190	0.002

- **Question 11: Private Sector**

The mean for Question 11 indicates a value of around 4 which is neither on the higher side nor on the lower level but just higher than the average. According to Cramer's V which is > 0.1 and < 0.25, there is a moderate relationship between the respondent's sector/role as well as their respective response to this question. In terms of Chi-square P-value, at 0.025 and 0.000, the results at 0.692, it is much higher than 0.05 when sector/role is used as the independent variable.

- **Question 12: Public Sector**

The mean for Question 12 indicates a value of below 3 which is on the lower side and is the second lowest of all questions. According to Cramer's V which is > 0.1 and < 0.25, there is a moderate relationship between the respondent's sector/role and their respective response to this question. In terms of the Chi-square P-value, at 0.000 and 0.000, the result is slightly higher than 0.05 when sector/role is used as the independent variable.

- **Question 14: Inclusion of Other Stakeholders**

The mean for question 14 indicates a value of around 3.5 which is just around the average. According to Cramer's V which is > 0.1 and < 0.25, there is a moderate relationship between the respondent's sector/role and their respective response to this question. In terms of Chi-square P-value, at 0.002 the results are below 0.05 when the sector is used as an independent variable respectively.

Conclusion:

The results of this question reveal mixed results. When it comes to the cooperation of one sector to the activities of the other, the value of Chi-square (p) is more than the significance level of 0.05 for the sector as an independent variable. In this case, the null hypothesis is rejected, and the alternative is accepted for both sectors. On one of the independent variables, with respect to each sector, the significance level is more than 0.05 which means that the null hypothesis is accepted.

When it comes to the involvement of other stakeholders, a similar trend of mixed results is experienced. However, in this case, the Chi-square (p) is lower than the significance level on one of the independent variables and higher on two of the independent variables. Therefore, it is concluded that there have been mixed experiences of successes when it comes to PPC in the country.

5.3.5 RQ3 - Does collaboration between the public and private sectors increase the economic performance of Namibia's resource?

While Questions 10, 13, 15-20 of the survey were designed to address Research Question 3, the analysis constructs indicated that the responses that had a Cronbach Alpha of 0.7 on this component were Questions 17 and 20, while at 0.6 Question 10 was also very close and thus is included in the component for analysis purposes.

As concluded in Section 5.3.2 and demonstrated in Tables 5.11 and 5.12, these are 3 of the 4 questions (in fact the top 3 best-rated questions) with the highest above-average rating.

The third research question sought to determine whether respondents believe that collaboration between the public and private sectors will impact the economic performance of the country's resources.

5.3.5.1 Hypothesis 3

H_0: Collaboration between the public and private sectors does not increase the economic performance of Namibia's resource.

H_1: Collaboration between the public and private sectors increases the economic performance of Namibia's resource.

Three regression analysis tests were performed for this purpose i.e., the model summary, the ANOVA, and the coefficients. The results of those tests are indicated in the tables below.

Table 5.28: Model Summary (Performance-Combined/Dual/Joint)

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.554a	0.307	0.294	1.03161

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
Predictors: (Constant), Performance_Priv, Control_resource, Sector or Role, Performance_Pub				

From the model summary, $R^2 = 0.307$, which is to say that only about 30.7% of the change in perceptions of the performance of an entity co-owned/managed public and private sectors, can be explained by our predictor variables (e.g., Sector.). This outcome is in line with the response to Question 10 as explained in the conclusion below.

Table 5.29: ANOVA (a) (Performance-Combined/Dual/Joint)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	171.534	7	24.505	23.026	0.000
	Residual	387.375	364	1.064		
	Total	558.909	371			
a) **Dependent Variable:** Performance_CO						
b) **Predictors:** (Constant), Performance_Priv, Control_resource, Sector or Role, Performance_Pub						

From the **ANOVA** table, a P-value = 0.000 was obtained, which is less than 0.05, and thus indicates that the model is statistically significant, or more precisely that there is at least one predictor in the model that predicts the dependent variable.

Table 5.30: Coefficients (Performance-Combined/Dual/Joint)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.981	0.373		5.308	0.000
	Control_Resource	-0.373	0.046	-0.464	-8.188	0.000
	Sector or Role	0.005	0.056	0.004	0.098	0.922
	Performance_Pub	0.163	0.08	0.151	2.037	0.042

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Performance_Priv	0.131	0.088	0.122	1.494	0.136
a) **Dependent Variable:** Performance_CO						

The **Coefficients** table shows the regression coefficient and their corresponding P-values. This draws interest in the relationship between a dependent variable and the control of the resources. In this case, a P-value of 0.000 that was obtained, which is less than 0.05 means that the null hypothesis is rejected, and the alternative hypothesis is accepted.

Conclusion

Since the value of the P-value of 0.000 (based on both ANOVA and coefficient tests when control of resources is considered as the independent variable) is much lower than the significance level of 0.05, the null hypothesis is rejected, and the alternative is accepted.

Furthermore, when using Cramer's V to test the relationship between the respondent's demographics (Sector/Role), there was one question where a weak relationship between the respondent's demographic and their response was noted. That was the response to question 10. Question 10 deals with the respondent's perception of "to which extent can Public Private Collaboration benefit the economic success of Namibia". This means this is the one question where the respondent's demographic did not impact their responses. Also, at 5.86, this is the question with the highest mean. Thus, the other supporting conclusion here is that it is perceived, by respondents regardless of their sectoral background, that PPC will greatly benefit the economic success of Namibia.

Finally, based on a 0.000 P-value for Performance_CO when compared to Control of resources, which is less than that of both Performance_Pub (0.179) and Peformance_Pri (0.166), the results have demonstrated that a company owned and/or managed by the public and private sectors stands to perform better than the one owned and/or managed by either sector on their own.

Therefore, it is concluded that collaboration between the public and private sectors increases the economic performance of Namibia's resource.

5.4 ANALYSIS OF RESULTS FROM SECONDARY DATA - COMPANIES

5.4.1 High-level analysis of financial information of companies

From a high-level review of the financial information of companies presented in Table 5.6, financial ratios as per Table 5.31 were calculated.

Table 5.31: Financial and Other Ratios (State Owned Enterprises and Privately Owned Companies)

Description	Total SOEs (14 entities)	Total Private Owned (14 entities)
Return on Equity	2.91%	13.84%
Return on Assets	1.50%	2.00%
Profit per employee	182,641.83	292,973.29
Operating Profit per employee	153,539.01	484,005.00
Revenue per Asset	24%	13%
Revenue per PPE	48%	266%
Equity as a percentage of assets	52%	14%

Based on the financial information and the above ratios, the following are some of the salient features noted from the review of secondary data for the companies:

- No company with dual ownership was included in the summary. In the country, only one State Owned company was listed recently after the study began. The only other entity of significance with dual ownership is registered as a private company and therefore the financial information of their Namibian operations is not publicly available.
- SOEs have higher investments in Property, Plant, and Equipment while private companies have a large portion of other types of non-current assets mostly as financial assets.
- For both SOEs and privately owned companies, only 1% of their assets are intangible. Those intangible assets are mostly made up of goodwill and software. This means that large enterprises in the country are spending very little on research and development, if any;
- Apart from revenue per total asset, privately owned companies outperform SOEs on all indicators calculated in Table 5.13;

- SOE assets are mainly financed by equity evidenced by a 52% equity ratio to assets as opposed to 14% for privately owned companies. While it is usually believed that equity is more expensive than debt, SOEs are used to lower expectation of dividends and returns by the state, and thus debt is more expensive to them than equity; and
- In place of paying dividends to the state, some SOEs usually pay through social programs such as the employment of excess staff. Besides other factors attributed to inferior performance, this might be one of the reasons that operating profit and profit after tax per employee for SOEs are 3.2 and 1.6 times that of privately owned companies respectively.

Hypothesis testing: No hypothesis is done because due to limited available data, only one year's worth of information was obtained per company. However, when it comes to the balance sheet, the information is cumulative and thus some conclusions and comparisons can still be made as this is data achieved over a cumulative period of many years.

5.4.2 RQ1 - When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

As detailed in Table 5.6, State Owned Enterprises have a significant portion of property, plant, and equipment while private companies have other types of assets. This means that there is a misalignment in ownership between natural resources and other types of assets.

On a different note, both types of companies have insignificant investments in intangible assets. This means that Business Namibia is not making significant investments in research and development and ownership of complementary assets that can enhance the performance of tangible assets.

5.4.3 RQ2 - What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

The review of financial statements found no publicly available data on companies owned by both the public and private sectors. One state-owned company was listed recently and the data available will only relate to that company and for performance of one year. Accordingly, data on the absence of companies owned by both public and private sectors limited this work. The conclusion can be made that there has been limited collaboration in business between the public and the private sector. It then follows that not outcomes of successes or failures relating to the implementation of PPC could be determined.

5.4.4 5.4.4 RQ3 - Does collaboration between the public and private sectors increase the economic performance of Namibia's resource?

Limited collaboration between the public and private sectors has happened in business. There are few companies with dual ownership and their financial data is not publicly available. Accordingly, it could not be determined whether companies with dual ownership performed better than public or private owned companies.

5.5 ANALYSIS OF RESULTS FROM SECONDARY DATA - COUNTRIES

5.5.1 Testing the reliability of the secondary data for collection survey

Some tests were undertaken to test the validity of the countries' secondary data used for the purpose of this study. Using SPSS to perform Exploratory Factor Analysis (EFA) the following information was extracted from the pivot tables created.

Table 5.32: Summary of Country Performance (annualized over 10 years)

Country	Finland	Namibia	New Zealand	Rwanda	Singapore
GDP_Growth_Percent	0.73	1.48	2.87	6.4	3.27
GDP_Per_Capita_PPP	46,497.20	10,049.09	40,530.95	1,956.89	94,049.69
GDP_US_billions	265.10	12.15	2299.03	9.14	338.23
Net_lending_borrowing_rate	-1.45	-8.24	-1.06	-2.98	5.43
Unemployment_estimates	8.08	20.32	5.05	1.21	3.78
Saving_percent_GDP	22.5	13.9	19.8	12.9	44.0

It is evident from the findings in Table 5.32, that among the 5 countries, Namibia has the second lowest GDP and GDP per capita, and the highest level of unemployment and its annual GDP growth rate is still the second lowest. The country also has the second-lowest savings rate and the highest net lending borrowing rate. While Rwanda has the lowest GDP and GDP per Capita, it is the fastest-growing economy (at least 2 times more than the next country). Furthermore, while Finland has the lowest GDP rate, it is the third-largest economy and has the second-largest GDP. Among the five countries, Singapore seems to be the best-performing country with the second largest GDP, with the highest level of GDP per Capita (by far), it is the second fastest growing economy, has the second lowest unemployment rate, has the highest savings as a percentage of GDP and a positive net lending/borrowing rate.

Table 5.33: Summary Statistics of all 5 countries over the 10-year period

	GDP_US_billions	GDP_Per_Capita_PPP	GDP_Growth_Percent	Unemployment_estimates	Net_lending_borrowing_rate	Saving_percent_GDP
Count	50	50	50	50	50	50
mean	584.7314	38616.76	2.95	7.688	-1.66	22.62
std	2974.157	33339.35	3.639088	6.829517	6.037806	11.75236
min	7.65	1488.7	-7.9	1.1	-26.4	6
25%	11.515	9752.925	1.1	3.625	-3.9	14.25
50%	203.965	40403.35	3.55	4.95	-1.8	20
75%	275.505	50136.28	4.7	8.675	0.675	23.75
max	21173	116486.5	10.9	23.4	9.1	47

Table 5.33 provides an overall statistic regardless of country. From the observed countries, the average GDP is USD 585 billion, the average GDP Per Capita is USD38,616, the average GDP growth rate is 2.95%, the average estimated unemployment is 7.688, the average lending or borrowing rate is -1.66 and the savings as a percentage of GDP is 22.62%.

Shapiro's test for homoscedasticity verified the equality of variances assumption, whereas Lavine's test for Normality and a general visual inspection verified the assumption of normality.

One-way ANOVA was used to test whether there were statistically significant differences in the averages of the different countries.

Hypothesis:

H_0: there is NO statistical difference in the mean of any of the indicators (e.g., GDP_Per_Capita_PP) between all the countries.

H_1: At least one of the countries has a mean indicator (e.g., GDP_per_Capita_PPP) different from the others.

H_0 is rejected if P-value<0.05.

Variable	F-value	P-value
GDP_Per_Capita_PPP	403.3725985	1.2983E-340**
GDP_Growth_Percent	4.692776136	0.002987881**
Unemployment_estimates	544.0514773	1.82639E-37**
Net_lending_borrowing_rate	12.98554915	4.13562E-07**
saving_percent_gdp	173.5946832	9.83487E-27**

** statistically significant at 0.05

As we can see, except for GDP_Growth_Percentage, all the variables have a statistically significant p-value. This then means that there are differences in the mean of each variable for each country. That is, H_0 is rejected for all 5 variables and thus concludes that at least one country has a mean indicator different from the others.

While the ANOVA results above tell us whether there is a difference in the performance of each country based on a given measure, it does not tell us which countries are different. This study used Tukey HSD to compare the means of each country and figure out where the differences are. The hypothesis test is as follows for example:

Hypothesis:

H_0: there is NO statistical difference in the mean of an indicator (e.g., the GDP_Per_Capita_PPP) between any two countries (e.g., Namibia and Finland)

H_1: there is a statistical difference in the mean of an indicator (e.g., the GDP_Per_Capita_PPP) between any two countries (e.g., Namibia and Finland)

In Table 5.35, where the value is less than 0.05, it means H_0 should be rejected, and therefore concluded that the two countries are statistically different. If the values are more than 0.05, it means for those variables, H_0 is accepted and there is no statistical difference in the means of those two countries (two countries are statistically similar).

Table 5.34: Summary of the outcomes of the Tukey HSD Test

Country Matrixes	GDP_Per_Capita_PPP	GDP_Growth_Percent	Unemployment_estimates	Net_lending_borrowing_rate	saving_percent_gdp
Namibia/ Finland	-0.0000	0.9843	-0.0000	0.0081	0.0000
Namibia/ New Zealand	0.0000	0.8653	-0.0000	0.0045	0.0007
Namibia/ Rwanda	0.0226	0.0103	-0.0000	0.0636	0.9461
Namibia/ Singapore	-0.0000	0.7196	-0.0000	0.0000	-0.0000
Finland/ New Zealand	0.1550	0.5678	0.0000	0.9996	0.2847
Finland/ Rwanda	-0.0000	0.0022	-0.0000	0.9301	0.0000
Finland/ Singapore	-0.0000	0.3973	0.0000	0.0071	-0.0000
New Zealand/ Rwanda	-0.0000	0.1148	0.0000	0.8539	0.0001
New Zealand/ Singapore	-0.0000	0.9986	0.0553	0.0124	-0.0000
Rwanda/ Singapore	-0.0000	0.2006	0.0000	0.0006	-0.0000

As evident in Table 5.35, while the five countries are mostly statistically different in terms of the economic performance of the selected indicators, no combination of countries is 100% statistically different, there is at least one area of similarity. The most similar countries noted are Finland and New Zealand whose statistics are only different with respect to unemployment estimates but are similar in all other cases. Furthermore, New Zealand shows some similarities to Rwanda and Singapore indicating two areas of similar statistics in the areas of GDP Growth percentage with both two countries and unemployment estimates with respect to Singapore and Net lending/borrowing rate with respect to Rwanda. Finally, the two African and the only developing nations among the five, Rwanda and Namibia share similar statistics for net lending/borrowing rate and savings as a percentage of GDP.

The next step of the analysis involves determining the impact of trade and other indicators driven by business, on the performance of the countries looking specifically at the GDP growth rate and the unemployment rate.

Linear regression analysis was used to test the relationship between the independent and dependent variables for all the countries as listed in Table 5.22 (GDP Growth Rate) and 5.23 (Unemployment Rate).

Hypothesis:

H_0: that there is NO significant statistical evidence to conclude that an indicator (e.g., Foreign Direct Investment net inflows) or a combination of indicators, cannot predict GDP Growth rate in respect of a particular country (e.g., Namibia)

H_1: there is significant statistical evidence to conclude that an indicator (e.g., Foreign Direct Investment net inflows) cannot predict GDP Growth rate in respect of a particular country (e.g., Namibia) less than 0.05 = False

In Table 5.36, where the values are more than 0.05, it means H_0 should be rejected, and therefore, concluded that the given indicator cannot predict GDP Growth Rate. If the value is less than 0.05, it means for those variables, H_0 is accepted, and that variable can predict GDP Growth Rate.

Table 5.35: Summary of the impact of indicators on GDP Growth rate

Indicators	Namibia	Finland	New Zealand	Rwanda	Singapore
Foreign Direct Investment net inflows (US$ current)	N/A	0.491, Y	N/A	N/A	N/A
Domestic credit to the private sector (% of GDP) 2020	N/A	0.038, Y	N/A	N/A	0.427, Y
Exports of goods and services (% of GDP)	0.154, Y	0.935, Y	0.012, Y	0.729, Y	0.066 Y
High-technology exports (% of manufactured exports)	0.137, Y	N/A	N/A	0.027, Y	0.734, Y

Indicators	Namibia	Finland	New Zealand	Rwanda	Singapore
ICT service export as % of exports	0.418, Y	0.163, Y	0.024, Y	N/A	N/A
Merchandise Trade (% of GDP)	N/A	0.440, Y	0.033, Y	0.016, Y	N/A
Merchandise exports (current US$ billion) 2020	N/A	0.347, Y	0.313, Y	0.027, Y	0.034, Y
Ores and metals exports (% of merchandise exports)	0.529, Y	0.968, Y	N/A	0.020, Y	N/A
Number of Listed Domestics Companies	0.411, Y	N/A	N/A	N/A	N/A
Market Capitalisation of Listed Domestic Companies (as % of GDP)	N/A	N/A	0.800, Y	N/A	0.026, Y
Market Capitalisation of Listed Domestic Companies (US$ current)	N/A	0.633, Y	N/A	N/A	0.008, Y
Start-up Procedures to register a business	N/A	N/A	N/A	0.054 Y	N/A
A P-value of the combined variables (All with a Y sign)	0.0237	0.0323	0.0337	0.0420	0.0238
R-squared (extent of prediction)	70.44%	98.60%	85.92%	89.59%	96.02%

Values less than 0.05 = Means holding all other indicators constant, that indicator can predict the GDP Growth Rate for that Country

Value more than 0.05 = Means holding all other indicators constant, that indicator cannot predict the GDP Growth Rate for that Country

N/A = Regression analysis did not identify that variable among those having an impact on the country's GDP Growth Rate whether individually or in combination with other variables.

Y = Means holding all other indicators constant, the combined effect of all indicators with this sign can predict the Growth Rate for that Country.

Hypothesis:

H_0: that there is NO significant statistical evidence to conclude that an indicator (e.g., Foreign Direct Investment net inflows) or a combination of indicators, cannot predict the unemployment rate in respect of a particular country (e.g., Namibia)

H_1: there is significant statistical evidence to conclude that an indicator (e.g., Foreign Direct Investment net inflows) cannot predict the unemployment rate in respect of a particular country (e.g., Namibia) less than 0.05 = False

In Table 5.37, where the values are more than 0.05, it means H_0 should be rejected, and therefore concluded that the given indicator cannot predict the unemployment rate. If the value is less than 0.05, it means for those variables, H_0 is accepted, and that variable can predict the unemployment rate.

Table 5.36: Summary of the impact of indicators on the unemployment rate

Indicators	Namibia	Finland	New Zealand	Rwanda	Singapore
Foreign Direct Investment net inflows (US$ current)	0.319, Y	N/A	N/A	N/A	N/A
Domestic credit to private sector (% of GDP) 2020	N/A	N/A	N/A	N/A	N/A
Domestic credit to private sector (% of GDP) 2020	N/A	N/A	N/A	0.608, Y	N/A
Exports of goods and services (% of GDP)	0.049, Y	N/A	0.134, Y	0.013, Y	N/A
High-technology exports (% of manufactured exports)	0.140, Y	N/A	0.503, Y	0.199, Y	N/A
ICT service export as % of exports	0.454, Y	N/A	0.083, Y	0.031, Y	N/A
Merchandise Trade (% of GDP)	0.259, Y	0.930, Y	0.171, Y	0.306, Y	0.717, Y
Merchandise exports (current US$ billion) 2020	0.155 Y	0.697, Y	0.269, Y	0.023, Y	0.036, Y
Ores and metals exports (% of merchandise exports)	0.435, Y	0.930, Y	N/A	N/A	N/A

Indicators	Namibia	Finland	New Zealand	Rwanda	Singapore
Number of Listed Domestics Companies	0.419, Y	N/A	0.109, Y	N/A	0.188, Y
Market Capitalisation of Listed Domestic Companies (as % of GDP)	N/A	N/A	0.154, Y	N/A	N/A
Market Capitalisation of Listed Domestic Companies (US$ current)	N/A	0.117, Y	0.518, Y	N/A	N/A
Start-up Procedures to register a business	N/A	N/A	N/A	0.467, Y	N/A
A P-value of the combined variables (All Y)	0.0373	0.0366	0.0448	0.0017	0.0245
R-squared (extent of prediction)	99.29%	76.93%	99.75%	99.56%	39.80%

Values less than 0.05 = Means holding all other indicators constant, that indicator can predict the unemployment rate for that country

Value more than 0.05 = Means holding all other indicators constant, that indicator cannot predict the Unemployment Rate for that country

N/A = Regression analysis did not identify that variable among those having an impact on the country's unemployment rate whether individually or in combination with other variables.

Y = Means holding all other indicators constant, the combined effect of all indicators with this sign can predict the unemployment rate for that country.

5.5.2 Approach to public private collaboration

Of the five countries selected for review, Namibia and Rwanda are the only two developing countries. Furthermore, Namibia has been found to be statistically similar to Rwanda in more areas than the other countries. Therefore, the approach to Public Private Collaboration/Dialogue of the two countries is summarised:

- **Rwanda:** The country has established a formal public private dialogue structure managed through the Rwanda Public Private Dialogue (RPPD 2023). The Rwandan Public-Private Dialogue (RPPD) operates as a national-level discourse, backed by the President's direct endorsement of its activities, ensuring significant government engagement. This leadership extends to sub-national dialogues across the country. The

Private Sector Federation (PSF) plays an active role, uniting private sector members under its umbrella to contribute to the RPPD's initiatives. The PSF collaborates closely with its members on agenda development, research, and participation in the RPPD's nationwide activities. The RPPD Secretariat serves to facilitate dialogue by collecting business concerns, promoting consensus-based decisions, and supporting district-level champions. This Secretariat reports to the Joint Advisory Board (JAB), responsible for channelling issues to higher institutional levels. High-Level Working Groups address business matters at cluster and sectoral levels to foster collaborative solutions for economic growth. The Parliamentarian PPD involves legislators in the review of business laws and engagements with the private sector to enhance business-friendly regulations. The Presidential Summit represents the pinnacle of these dialogues, where the President and business community collectively address unresolved issues on the agenda (Nkubito 2014).

- **Namibia:** Although consultations happen between the public and private sector in Namibia, there is no documented or evidenced structured process of Public Private Dialogue/Collaboration. The country's private sector is organised mostly along sectoral lines and is segregated and somewhat uncoordinated. Accordingly, engagement happens mostly at the sectoral level. However, from time to time the Namibia Chamber of Commerce and Industry which is a more general chamber with membership by various companies (not a federation of associations), engages with the government on behalf of the entire private sector. The government's Harambee Prosperity II calls for the establishment of a National Public Private Forum (Harambee Prosperity Plan II 2021).

5.5.3 Additional data consideration for Namibia

The main factors of production in the Namibian economy include land and labour. Additional factors of production which for this study are deemed complementary resources that are required to derive value from these resources include capital and entrepreneurship. Entrepreneurship can be demonstrated through innovation and the creation of goods and services in the form of technology and other intangible resources that might be recorded as intellectual properties such as patents, trademarks as well as investments in software, goodwill, licenses, and the like.

Data relating to Namibia's ownership of resources (means of production) as split between the public and private sectors are as per below.

- **Land:** According to the Namibia Land Statistics of 2018, the distribution of land ownership between the government and the business (which might include state owned enterprises) is as follows (NSA 2018):

Table 5.37: Summary of Namibia Land Tenure

Land Category	%	Hectares
State Agricultural Land (includes mining, tourism)	6.7%	5,491,110
State Land (Local Authorities)	1.0%	795,244
State Land (Parks)	15.9%	13,111,193
State Land (Communal Land)	34.9%	28,765,199
Total State Owned	**58.4%**	**48,162,746**
Private Agricultural Land (includes mining, tourism)	41.6%	34,237,254
Total Namibia Land Mass	**100.0%**	**824,000,000**

Source: *Namibia Statistic Agency (NSA) (2018)*

- **Labour:** The National Labour Force Survey of 2018, reveals that the employment profile of Namibians is as indicated in Table 5.39 (NSA 2018)

Table 5.38: Summary of Namibia Employment Profile

Employment Category	% Employed	% Total	Population Number
Employed – State	11.9%	3.6%	86,587
Employed – State Owned Enterprises	4.2%	1.3%	30,654
Total Employed - State	**16.2%**	**4.9%**	**117,241**
Employed – Informal (self/under/unpaid)	54.3%	16.3%	393,808
Employed – Private Sector	29.6%	8.9%	214,693
Total Employed	**100.0%**	**30.1%**	**725,742**
Population Under 15	N/A	36.5%	881,676

Employment Category	% Employed	% Total	Population Number
Non-Responsive	N/A	0.1%	3,044
Economically Inactive	N/A	18.2%	438,770
Unemployed (Active)	N/A	15.1%	364,411
Total Population Size	**N/A**	**100.0%**	**2,413,643**

Source: *Namibia Statistic Agency (NSA) (2018)*

- **Intellectual Properties:** Intellectual property in Namibia and for the purpose of this study would constitute complementary assets and should be evidenced by the level of registered trademarks, patents, and other similar assets. Efforts to obtain such from the custodian of intellectual properties i.e. Business and Intellectual Property Authority (BIPA) proved futile.

5.5.4 RQ1 - When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

Table 5.38 indicates that land utilised for production purposes is concentrated in the hands of the private sector. This constitutes 41.6% of the total available land for Namibia and is used for agricultural, mining, and tourism purposes. However, notwithstanding this ownership level, Parliament has enacted the Agricultural (Commercial) Land Reform Act, 1995 (Act 6 of 1995). This Act controls transactions relating to the acquisition of land. In addition to the government's authority to appropriate land, with just compensation, under certain circumstances, any land made available for sale by the private sector should first be offered to the government (Namibian Parliament 1995). Should the government, decide not to acquire such land because it is deemed unfit for resettlement purposes, any acquisition thereof by any foreign nationals is still very restricted and approval is thereof controlled by the government (Namibian Parliament 1995).

Accordingly, it can be concluded that while the private sector owns a significant portion of the land (largest factor of production), it has limited control over deploying this land, especially reallocation from less productive to more productive sectors. This control is mostly in the hands of the government.

Regarding the human resource factor of production, the country suffers a high unemployment level with employed nationals making up only 30% of the entire population. Of the employed nationals, more than 50% are in the informal sector while approximately 16.2% are employed by the government. This means that the formal private sector employs 29.6% of total employed nationals and together with SOEs (4.2%) some of which are non-commercial, this comes to 33.8%.

In terms of capital, as indicated in Table 5.12, Namibia has about 8.9 listed domestic companies with a market capitalisation of 12.86% of GDP. The number of listed entities is the second lowest among the peers while the extent of the market capitalisation is the lowest among the five countries. The conclusion here is that while the private sector has some capital, the overall market capital level in the country is relatively low.

On the side of entrepreneurship, for the purpose of this study, investment in intangible assets (patents, trademarks, and intellectual properties) was considered as demonstrative of the country's innovative capabilities. Reference is made to Table 5.12 which indicates that in comparison to her peers, Namibia exports are in most part made up of metals and ores. The country has the lowest comparable level of High-technology exports and the second lowest of ICT services exports.

The conclusion to this research question is somewhat not straightforward. While there is a misalignment in the control and ownership of factors of production and the complementary assets required to generate value from them, the mismatch is not necessarily that one is owned by the public sector and the other is owned by the private sector. The challenges seem to be that while the country ownership of factors of production specifically land and human resources, the complementary assets such as capital and intangible assets that are necessary to derive value from these assets are not currently present in significant numbers to facilitate value extraction from the resources.

5.5.5 RQ2 - What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

As detailed in Section 5.5.2, a summary of Public Private Dialogue reveals that Rwanda has an organised structure for Public Private Dialogue/Collaboration. The Dialogue was initiated by the government and has the full support of the private sector. Further, Namibia does not have a similar organised structure although there are some processes and activities aimed at increasing collaboration between the public and private sectors. It then follows that not outcomes of successes or failures relating to the implementation of PPC could be determined.

5.5.6 RQ3 - Does collaboration between the public and private sectors increase the economic performance of Namibia's resource?

In reference to Table 5.32, Rwanda is lagging the other countries in terms of GDP, GDP per capita, and net savings as a percentage of GDP. However, the summarised data for the past 10 years indicate that it is the best-performing country in terms of GDP rate and unemployment estimates. Literature has revealed that well-structured Public Private Collaboration in the ecosystem could lead to successful economic performance (The World Bank 2020).

As evidenced in Table 5.32, among the five countries, Namibia has the second lowest GDP and GDP per capita and the highest level of unemployment, and yet its annual GDP growth is still the second lowest. Furthermore, in Table 5.35, it is indicated that Namibia is only statistically similar to other countries (excluding Rwanda) in the area of GDP growth which is the area of low performance. Finally, as one of the two African and only developing nations among the five, Namibia shares similar statistics with Rwanda for net lending/borrowing rate and savings as a percentage of GDP. Namibia does not have a structured Public Private Dialogue/Collaboration structure. Accordingly, it seems evident that Public Private Collaborations have an impact on the economic performance of a country.

5.6 ANALYSIS OF THE FINDINGS FROM THE INTERVIEWS

There were six questions for the interview with Question 1 addressing Research Question 1; Questions 3 and 6 addressing Research Question 2 and Questions 2, 4, and 5 addressing Research Question 3. This section presents the coded responses and aligns these responses to the research questions.

5.6.1 Summary of results of responses to interview per respective question

Six questions were posed to all three groups. The first five questions were the same while question six was specific to each respondent group. Here is a summary of the results of the interviews.

- **Question 1** - When comparing the Public and Private sectors in Namibia who has control over the Namibian resources and to what extent are they investing in complementary resources that can extract value from them?

A significant number of respondents from the private sector indicated that they believe the public sector is in control of the resources of the country, but their investment is minimal (12883321708, 12882175870, 12878794069). In a few instances where they believe that government-issued licenses allow the private sector to control resources, the former makes investments in line with the licenses, which are forfeited if the conditions are not met.

The view of public sector respondents is somewhat split with four (4) indicating that the public sector has control, three (3) believe that the private sector has control and four (4) believe that control is somewhat spread between both the public and private sector. Regarding investment, there is a view that the *public sector is not making investment (13508010337).* On the other hand, while the private sector has entrepreneurship ability, the current opinion is that they are *exporting raw materials out of the country instead of investing in value-added activities that can bring more returns to the country (13507954354, 13447301660).*

Most in the category of other stakeholders are of the view that *government has control over the resources*. There are a few with view that the resources are concentrated in the hands of a few individuals in the private sector who are working together with powerful politicians to keep that control. When it comes to investment, the general view is that *there is little investment in complementary resources by both the public and private sectors (12908737408, 12898533917, 12895345929, 12891482530, 12877825255)* although the private sector is noted as having efficiency in their chosen field of play.

Overall, on a scale of balance, it is concluded that respondents tend to believe that the public sector is in control of Namibian resources.

- **Question 2** - In cases where the government has been involved in business, what in your view have been their successes and/or failures?

Most if not all respondents from the private sector are of the view that the government's record in business has been mainly marred by failure (13509760947, 13448839764, 12927282694, 12895085285, 12883321708, 12878794069, 12878440078, 12877266657). In a few cases where there is a success, it was purely due to either involvement of the private sector in terms of PPP (12877622338) at some stage of the management of the entity or due to the monopolistic nature of the organisation whose inefficiency is covered up by charging high fees to the customers and/or government support through fiscal and/or non-fiscal subsidies.

From the perspective of public sector respondents, there are diverse views. While many believe that the government's success in doing business has been mixed with some successes and quite several failures (13508010337, 13507954354, 13507753147, 13447301660, 12895614897) a good number believe that there were mostly failures (13506351380, 12963723528, 12896235332). About two respondents believe that the government's efforts in business have been successful in cases where there was a PPP arrangement. In general, however, most respondents noted that the government is responsible for creating an enabling environment for the private sector to play and create jobs.

The views of other stakeholders are mostly aligned with that of the private sector. They believe *that the government has been mostly unsuccessful when participating in business*. One of the respondents in this category summarised it by remarking that, "*in my view government has been ineffective. The success has been in crafting policy documents that can guide processes. The failure has been in implementing such policies and holding others accountable for such implementation" (12895345929).*

The overall conclusion is that the respondents believe that where the government has been involved in business, it has experienced fewer successes than failures. The limited successes are noted in cases where either PPP and/or monopolistic arrangements were present.

- **Question 3** - What PPP or PPC initiatives have you been involved with? What have been some of the factors that signified the performance (successes or failures) of these projects?

In general, most of the respondents from all three groups, as leaders in business, government and community have participated in various initiatives relating to public private dialogue or collaboration. In summary, the respondents have indicated that they have noticed some successful PPPs and some not successful ones. The successful ones were the ones where both parties complied with their contractual obligations, where risk-sharing arrangements were clearly defined, and where the government owned the asset and allowed the private sector the autonomy to operate. As summarised by one of the respondents "Collaborations that have worked is where regulator creates a conducive and enabling environment while the private sector adds value through creativity" (12878440078).

- **Question 4** - In terms of ownership, which type of organisations would you entrust to control the Namibian resources and why? Public, Private, or Dual owned?

The general view is that the respondents prefer dual ownership and management of organisations. There were specific highlights that resources should continue to be owned and accessed thereto controlled and monitored by the government through licensing, permit, etc., while management should be entrusted to the private sector. The exception to these views was of two private sector respondents who chose private sector ownership and about one public sector and three of other stakeholders' category who indicated that there might be merit in deciding on this based on the characteristics of each sector where some sectors are owned/managed by the private sector, others by the public sector and yet some on a dual basis.

- **Question 5** - In your view, how would Namibia benefit from further collaboration between the public and the private sectors?

All respondents agreed that *there are benefits to accrue to the country when there is collaboration* and went ahead to identify at least one way in which collaboration between the public and private sectors will benefit Namibia. One respondent (12895614897) highlighted the following as a summary of the identified benefits of such collaboration:

  - Skills transfer, knowledge sharing, and increased innovation;
  - Efficiency, increased productivity;
  - Skills development;
  - Employment creation;
  - Building a more equal society;
  - Accountability, better governance, reduced corruption, and transparency;
  - Increased economic development;
  - Improved service delivery; and
  - Cash and capital injection in projects leading to improvements in infrastructure.

- **Question 6 (Private Sector)** – Some people say that Namibia's private sector is comfortable and cosy and is not doing much to support the government in solving the socio-economic challenges that the country faces. What do you think about this and how do you rate the Namibia Private sector's role in this regard especially when compared to other countries?

While one or two respondents disagreed with the statement, *there was a general feeling that the statement was partially correct*. However, those who agreed with the statement were quick to point out that the *private sector has a view that they pay much* in terms of taxation and royalties, financial resources which the *government is seen to somewhat fail in proper accounting and governance.*

The following two statements sum up the overall views: “There is some truth in this. We need a national brand or drive for nation building which must be a *collaboration between private and public and should be non-political.* There is a lot of *goodwill in our nation, but it is not well managed or led” (12878440078)*.

Another respondent (12877622338) noted, “the statement is probably correct; the private sector appears quite lax about these things. However, the *taxation level is high for many struggling companies.* The perception is that the government’s use of the same tax revenue is very inefficient. Moreover, the Government expects the private sector to contribute more while they are not a good householder of the financial resources. The government is also seen to blame the (white) private sector for a lot of shortcomings. *A more inspirational and productive approach from the government’s side would help the cause”*.

- **Question 6 (Public Sector)** – Some people say the public sector is crowding out Private Sector investments in business. What do you think about this and how do you rate the public sector’s involvement in business Namibia especially when compared to other countries?

This question received mixed responses from public sector participants. In general, they all acknowledge that the government is and indeed should be involved in business in Namibia. Only one person indicated the involvement as minimal.

While a few acknowledged the involvement of government in business as substantial, they believe that there is a rationale for such involvement. One respondent (13447301660) noted that the rationale is based primarily on the following: a) Namibia is a mixed economy as per the constitution which opens up the door for business participation by both the public and the private sector; b) the *Namibian private sector is relatively small, risk-averse,* and *dominated mostly by players from a single country* i.e. South Africa; and c) the *private sector has limited resources* and is *highly dependent on the government for the survival* which was evidenced by the slowdown in the economy when government spending was reigned in during the years 2015 to 2020. One can therefore conclude that the government’s involvement is necessitated by the need to correct market failure.

The final group of respondents acknowledges the role the government is playing in the business sector however, due to the support of inefficient and poorly governed institutions that lack accountability, there is a possibility but not proven perception that this might crowd out the private sector. This group of respondents pointed out the need for the government to *focus on creating an enabling environment for the private sector to thrive and create jobs while at the same time holding the latter accountable to an expected level of societal responsibility.*

- **Question 6 (Stakeholders Sector)** – What should leaders in the Public and Private sectors consider and/or do in order to enhance collaboration between the two sectors?

The direct quote of the respondent from the other stakeholder group is listed below:

  - Government needs a change of mindset and realise that *100% ownership and management is not necessary to control something* and that a *successful co-owned* business leads not only to dividends but tax income as well. The private sector needs a change of mindset and focus not only on monetary gain. Both should work together to make legislation and policies to make *win-win partnerships* more common (12908737408);
  - *Agree on a platform for regular consultations at the highest levels,* be open and honest to create trust, and acknowledge that neither side has all the wisdom and solutions to solve the challenges and exploit the opportunities. *Both parties will reap synergies from closer consultations and cooperation (12895391156);*
  - Public sector requires capable, disciplined, strong/firm, serious, respectful, visionary, and ethical leaders *to take charge of public resources (12894639443)*;
  - Put in place *transparent* agreements with effective *oversight (12891482530)*;
  - Create effective governance by clearly defining stakeholder roles and responsibilities (12889648925);
  - The leadership should consider that, with corporative agreements such as the Triple-P, knowledge can be transformed into a competitive advantage *(12889648925)*;
  - The leaders should understand that effective cross-sector collaboration can facilitate the development of innovation and economic upturn. This has been evident in addressing the economic impact of the Covid-19 pandemic *(12889648925)*; and
  - Sit around the table and resolve problems amicably without any political power abuse. They should do it for Namibia now and the next generation (12879965243).

5.6.2 Thematic summary

Table 5.40 below captures the themes noted from the interview questions summarised under Section 5.6.1 above and have been assigned to the relevant research questions. The themes were identified using the compare and contrast approach of scrutiny-based technique of theme identification (Bloomberg, 2017).

Table 5.39: Themes from the interviews

	RQ1	RQ2	RQ3
Question1			
Public sector is in control of the country's resources	X		
Both the public and private sectors are making little to no investments in complementary assets			X
Private sector exports raw materials without adding value			X
Question 2			
Public sector has experienced more failures than successes in business			X
The noted success cases of the public sector in businesses are usually in areas where there was a partnership arrangement with the private sector or protection by monopoly		X	X
The government is responsible for and is good at crafting policy but fails to implement and enforce it effectively	X		
Question 3			
Many respondents have participated in few to no PPP or PPC		X	
The PPP or PPC noted have experienced mixed results		X	
Successful PPP or PPC are the ones with clearly defined roles and responsibilities		X	
Successful PPC is where the government plays a policy-making role, and the private sector adds value through creativity			X
Question 4			
Dual control is preferred over either public/private control			X

	RQ1	RQ2	RQ3
Government to focus on regulatory access to assets while the private sector focuses on management			X
Control for either dual, public, or private can be sector-specific			X
Question 5			
Consensus that PPC will benefit the economy in many ways			X
Benefits to the economy from PPC will be in the areas of Skills, Technology, Innovation, Capital Accumulation, improved service delivery, employment creation, increased productivity, reduced inequalities, increased transparency and governance levels			X
Question 6			
The country has goodwill that is not well managed, led, or coordinated, thus, a national collaboration and brand is necessary		X	X
Private sector is lax, but they pay much in terms of taxation and are expected to contribute in other ways while the government utilised these taxes inefficiently		X	
Private sector is small, it is very risk-averse, it is not diversified in terms of ownership, and has limited resources		X	
Government is involved in business to correct market failure	X		
Government should focus on policy and enabling the environment			X
Private sector should be allowed to thrive and create jobs while at the same time being held accountable to an expected level of societal responsibility			X
Public and private sector to change single focus mindset and collaborate			X
Agree on a platform for collaboration at the highest level and on equal footing			X
Clearly defining stakeholder roles and responsibilities in collaboration			X

5.6.2.1 *RQ1 - When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?*

The alignment of ownership of the country's resources is addressed under Research Question 1. From the interview point of view, Research Question 1 is linked to Interview Question 1 and the details of the coding of responses noted by respondents were presented under Section 5.6.2 (i). In addition to Question 1, responses to Question 2 touched on at least one matter that can be linked to Research Question 1.

To summarise the general response to this question is that the government has control over the resources of the country whether through direct ownership and/or policy instruments. While the private sector has the complementary resources necessary to increase value, the view is that at this stage neither the private sector nor the public sector is investing to ensure complementary resources are utilised efficiently to add value to the country's resources to enhance economic development. On the contrary, where the private sector gains control of natural resources through licensing, the focus seems to be on exporting these materials in raw form instead of investing in value-added activities.

It can thus be concluded that ownership of resources (primarily by the public sector) is not aligned with ownership of the country's complementary resources (primarily by the private sector) and that the country is not seeing significant investment in complementary resources.

5.6.2.2 *RQ2 - What success factors have been experienced/observed in the implementation of PPPs and/or PPCs to date in Namibia?*

The success factors experienced to date in the implementation of PPPs are addressed under Research Question 2. From the interview point of view, Research Question 2 is linked to Interview Questions 3 and 6 the details of the coding of responses noted by respondents are presented in this sub-section. In addition to Questions 3 and 6, responses to Question 2 touched on at least one matter that can be linked to Research Question 2.

The summary from the responses received is that both PPP and PPC is not very common in the country and little to none of the respondents have been directly involved in any PPP and PPC. While most respondents have indicated that they are aware of mixed outcomes from PPP, they also noted that with exceptions of monopoly/bailed out SOEs in cases where the government has been successful in business, it is mostly due to PPP-type arrangements.

In response to Question 6 it is acknowledged that the private sector is relatively small, lax with somewhat very limited innovative capacity and financial means, it is highly dependent on government and operates more in extractive sectors with limited value add/beneficiation. It has also been indicated that the government has taken up the actual or perceived market failure by playing in business albeit with limited success due to actual or perceived lack of accountability and poor governance. Unfortunately, the current state is not seen as the ideal solution to the country's economic development as each player is focused on their role with little to no collaboration while the country continues to suffer from high unemployment, poverty, and inequalities.

The common thread from the views of other stakeholders, which is in line with other responses from various participants noted throughout the interviews, is that success will accrue if there is *increased collaboration* between the public and private sectors. This should be formalised by way of *an institutionalised structure/platform* where players in both sectors sit as *equal partners*. As part of this deliberations, the *roles and responsibilities* of each party as well as the *expected outcomes* should be *clearly defined*.

The conclusion here is that limited success factors have been experienced around PPP and PPC mainly due to a lack of collaboration happening as well as an absence of a platform or organised structure to facilitate such.

5.6.2.3 RQ3 - Does collaboration between the public and private sectors increase the economic performance of Namibia's resource?

The impact of PPC on the Economic Performance of Namibia's Resources is addressed under Research Question 3. From the interview point of view, Research Question 3 is linked to interview questions 2, 4, and 5 the details of the coding of responses noted by respondents are presented in this sub-section. In addition to Questions 2, 4, and 5, responses to all the other three interview questions touched on at least one matter that can be linked to Research Question 3.

In summary, the overall opinion noted by the respondents is that where it has chosen to participate in the business, the *government is viewed as having experienced more failures than successes.* The respondents, however, noted that the government has mostly been *successful in crafting of good policy documents*. The areas of improvement noted relate to implementing the policy, putting in place effective governance measures, being accountable, and holding others to account. The general feeling is that the *government should continue* *with policy crafting,* allow space for the private sector to operate, *hold the private sector accountable, and only play in required industries/services where it is not attractive for the private sector to play.*

However, due to the private sector's actual or perceived inability/unwillingness to take more risks, invest in complementary resources, grow the local economy through value addition, and take the government's hand in solving the socio-economic challenges facing the country, the overall view is that respondents prefer *dual ownership and management of organisations.*

Basically, *all respondents agree* that there *is more to gain* with *increased collaboration* and have highlighted some of the *benefits to such collaboration* as a) Skills transfer, knowledge sharing, and increased innovation; b) Efficiency, increased productivity; c) Skills development; d) Employment creation; e) Building a more equal society; f) Accountability, better governance, reduced corruption, and transparency; g) Increased economic development; h) Improved service delivery; and i) Cash and capital injection in projects leading to improvements in infrastructure.

In conclusion, respondents believe that PPC will have a positive impact on the economic performance of Namibia's resources.

5.7 SUMMARY OF RESULTS AND FINDINGS FROM ALL THE DATA COLLECTION INSTRUMENTS PER RESEARCH QUESTION

Based on the results of the study as presented under Sections 5.3 to 5.6, the summary of the outcome from the various instruments on each research question is as summarised below:

5.7.1 RQ1 - When considering the control of natural resources in Namibia between the public and private sectors, is there a relationship between ownership thereof and that of complementary resources that can enhance their performance?

- **Survey:** Based on the outcome of the results it is concluded that there is no relationship between ownership of resources and that of complementary resources that can enhance their performance. In other words, the owners and those who control the country's resources are not necessarily the ones who also own and/or control complementary resources;

- **Secondary Data on Companies:** There is a misalignment in ownership between natural resources and other types of assets. On a different note, both types of companies have insignificant investments in intangible assets. This means that Business Namibia has not been making significant investments in research and development and thus ownership of complementary assets that have the ability to enhance the performance of tangible assets by Business Namibia is limited;
- **Secondary Data on Countries:** The conclusion from the review of secondary data on countries is somewhat not straightforward. While there is a misalignment in the control and ownership of factors of production and the complementary assets required to generate value from them, the mismatch is not necessarily that one is owned by the public sector and the other is owned by the private sector. The challenges seem to be that while the country owns factors of production specifically land and human resources (including unemployed graduates), the complementary assets such as capital and intangible assets that are necessary to derive value from these assets are not currently present in significant numbers to facilitate value extraction from these resources;
- **Interviews:** The general view of respondents leads to the conclusion that ownership of resources (primarily by the public sector) is not aligned with ownership of the country's complementary resources (primarily by the private sector). It was however specifically highlighted that the country is not seeing significant investment in complementary resources as the private sector seems to focus on extracting raw materials, later exporting them out of the country unprocessed with minimal investments in value addition that require more complex skills and processes;
- **Overall Conclusions:** The overall conclusion to this question is that when considering the control of natural resources in Namibia between the public and private sectors, there is no relationship between ownership thereof and that of complementary resources that can enhance their performance. While there is a tendency of ownership of natural resources by government, the combined findings of the results are that the misalignment is not necessarily owned by the public and the other by the private sector but rather that there is insufficient ownership of complementary resources in the country.

5.7.2 RQ2 - What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia?

- **Survey:** The outcome of the survey on this research question reveals mixed results. The results reveal that some outcomes are below the set significance level while others are above that level. Accordingly, it can be concluded that there has been success in some cases, while in other cases there have been failures;
- **Secondary Data on Companies:** From the review of financial statements, there was no sufficient data regarding companies jointly owned by the public and private sectors. The conclusion can then be made that there has been limited collaboration in business between the public and the private sectors;
- **Secondary Data on Countries:** From the review of secondary data on countries, dialogue happens in an ad hoc fashion in Namibia as the country does not have an organised Public Private Dialogue structure. Therefore, formal collaboration at this level has been limited;
- **Interviews:** The summary from the responses received is that PPP or PPC is not very common in the country and little to none of the respondents have been directly involved in any PPP or PPC. The respondents have however indicated that they are aware of mixed outcomes from PPP but are not aware of a much-required organised governance structure for Public Private Dialogue. The conclusion here is that limited success factors have been experienced around PPP or PPC mainly due to a lack of collaboration happening as well as an absence of a platform or organised structure facilitation;
- **Overall Conclusion:** The overall conclusion to this research question is that little success has been experienced around Public Private Collaboration.

5.7.3 RQ3 - Does collaboration between the public and private sectors increase the economic performance of Namibia's resource?

- **Survey:** The study revealed that while respondents from similar sectors were aligned in their responses, there were misalignments to some questions/themes in respondents from other sectors. The area of collaboration is one where irrespective of their sector, respondents were consistent in responding that they believed that Public Private Collaboration would benefit the economic success of Namibia;
- **Secondary Data on Companies:** From the review of financial statements, there was no sufficient data to review regarding companies jointly owned by the public and private

sectors. A conclusion could therefore not be made as to whether there would be economic benefit to the economy should collaboration in business be implemented;

- **Secondary Data on Countries:** When comparing the performances of countries with a formalised Public Private Dialogue structure with Namibia which does not have a formalised structure, the former performed better over a 10-year period. It therefore seems evident that Public Private Collaborations have an impact on the economic performance of a country;
- **Interviews:** Respondents from all stakeholder groups agree that there is more to gain with increased collaboration and have highlighted some of the benefits of such collaboration in various ways. It is therefore concluded that the respondents believed that PPC will have a positive impact on the economic performance of Namibia's resources;
- **Overall Conclusion:** The overall conclusion to this question is that collaboration between the public and private sectors will increase the economic performance of Namibia's resources.

5.8 WHAT PPC FRAMEWORK WOULD BE APPROPRIATE TO ENHANCE THE RESOURCES OF NAMIBIA?

Research Question four of this study relates to the development of an appropriate PPC framework that would facilitate the enhancement of the resource of Namibia. This Framework has been developed and explained in detail in Chapter 6. Furthermore, the framework was validated, and the outcomes presented accordingly.

5.9 CHAPTER SUMMARY

This chapter has presented the results of the data instruments sent to respondents from the three sectors: the public, private, and other stakeholders. The demographic overview of the respondents to the survey as well as a summary of their responses were presented. The survey was administered to 1,000 respondents of which 389 responses were received. At 38.9%, this represents a response rate of close to 40%, which is deemed acceptable for making inferences and drawing necessary conclusions in this study.

Furthermore, the chapter provided summarised secondary data of companies of which 14 are private companies listed on the Namibia Stock Exchange and another 14 are State Owned

Enterprises. The researcher faced some challenges in obtaining secondary data on companies. The challenges noted were three-fold i.e. there is a limited number of local companies with primary and full listing on the Namibia Stock Exchange and whose financial information is then relevant for this study; for many years, the State-Owned Enterprises did not prepare their financial statements. Therefore, information covering several years that is necessary to provide sufficient data points to conclude was not available. Finally, there was no relevant publicly available financial information for jointly owned/controlled companies that could be reviewed in this study.

The chapter also presented a summary of the country, sector, and private sector participation/trading data of the five countries selected in the study. Statistical tools were used to further analyse this data to determine the performance of these countries and how it compares with the peers including making conclusions as to whether statistical differences were noted among the countries and if so, which of the countries are statistically similar or different and in which area.

Information gathered from the interviews was then presented as final results to record the views gathered from 31 interviewees (10 of which are at least from each stakeholder group). The interviewees were posed with 6 questions of which the first 5 are the same while Question 6 was tailored for the specific stakeholder group.

Finally, the chapter analysed the results from the various instruments as presented, with a focus on determining how those results address the identified research questions. Additionally, the chapter, using various analysis, determined whether the null and alternative hypotheses were rejected or accepted accordingly.

From the review and analysis of presented research data, it is concluded as follows:

- When considering the control over the natural resources in Namibia between the public and private sectors, there is no relationship between ownership thereof and that of complementary resources that can enhance their performance. The combined findings of the study are that the misalignment is not necessarily that one is owned by the public and the other by the private sector but rather that there is insufficient ownership of complementary resources in the country;
- The overall conclusion to the research question on *“What success factors have been experienced/observed in the implementation of PPPs or PPCs to date in Namibia”* is that little success has been experienced around Public-Private Collaboration; and

- Finally, all the results of the various data instruments (except for the company data whose analysis was limited by lack of information) provide sufficient ground to conclude that collaboration between the public and private sectors increases the economic performance of Namibia's resources.

CHAPTER 6: CONTRIBUTING TO THE THEORY AND PRACTISE OF PPC: AN INTEGRATED PUBLIC-PRIVATE COLLABORATION (PPC) FRAMEWORK TO ENHANCE A COUNTRY'S RESOURCE

6.1 INTRODUCTION

This study aimed to develop an integrated Public-Private Collaboration (PPC) Framework to enhance the resources of a country with Namibia as a case study. This study has demonstrated the benefits of a PPC approach to a country's economic development. It has also set out the prerequisite for the benefits to accrue. Those findings have informed the proposed framework as set out in this Chapter. The purpose of this chapter is to present the proposed integrated PPC framework mostly aimed at contributing to the theory and practice of PPC.

6.2 THE PPC FRAMEWORK

The PPC Framework aims to ensure full and equal participation of the public and private sectors as well as by other stakeholders such as trade unions, civil society, and advocacy groups. The proposed collaboration as summarised in Figure 6.1, will centre around, and be monitored through an institutionalised Public Private Collaboration Framework (PPC-F) based on details set put in sections 6.2.1 to 6.2.6 below. The Framework will be structured formally with a public sector and private sector legs as well as involvement of other stakeholders. Representatives of both sectors will be consulting and collaborating throughout the year at local authority ad regional government level as well as sectoral levels. As part of the PPC-F, there will be a constant horizontal and vertical flow of information at all levels throughout the year between all the various stakeholder groups.

For effectiveness and accountability, the Framework will be supported by an annual Forum. The Forum will convene annually and chaired by the President. The Forum will be attended by delegations that represent a fair and equitable representation of the public and private sector who will collaborate in an organised manner. The public sector delegation will be convened and led by the Ministry responsible for Trade and/or Commerce while the private sector delegation will be convened and/or led by the President of the private sector business Federation. Furthermore, there is a need for inclusion of and continuous consultation with other stakeholders, who should also be invited to the annual Forum. The proposed structure and elements of this Framework are based on the outcome of the study and specifically the literature review as detailed in Table 6.1.

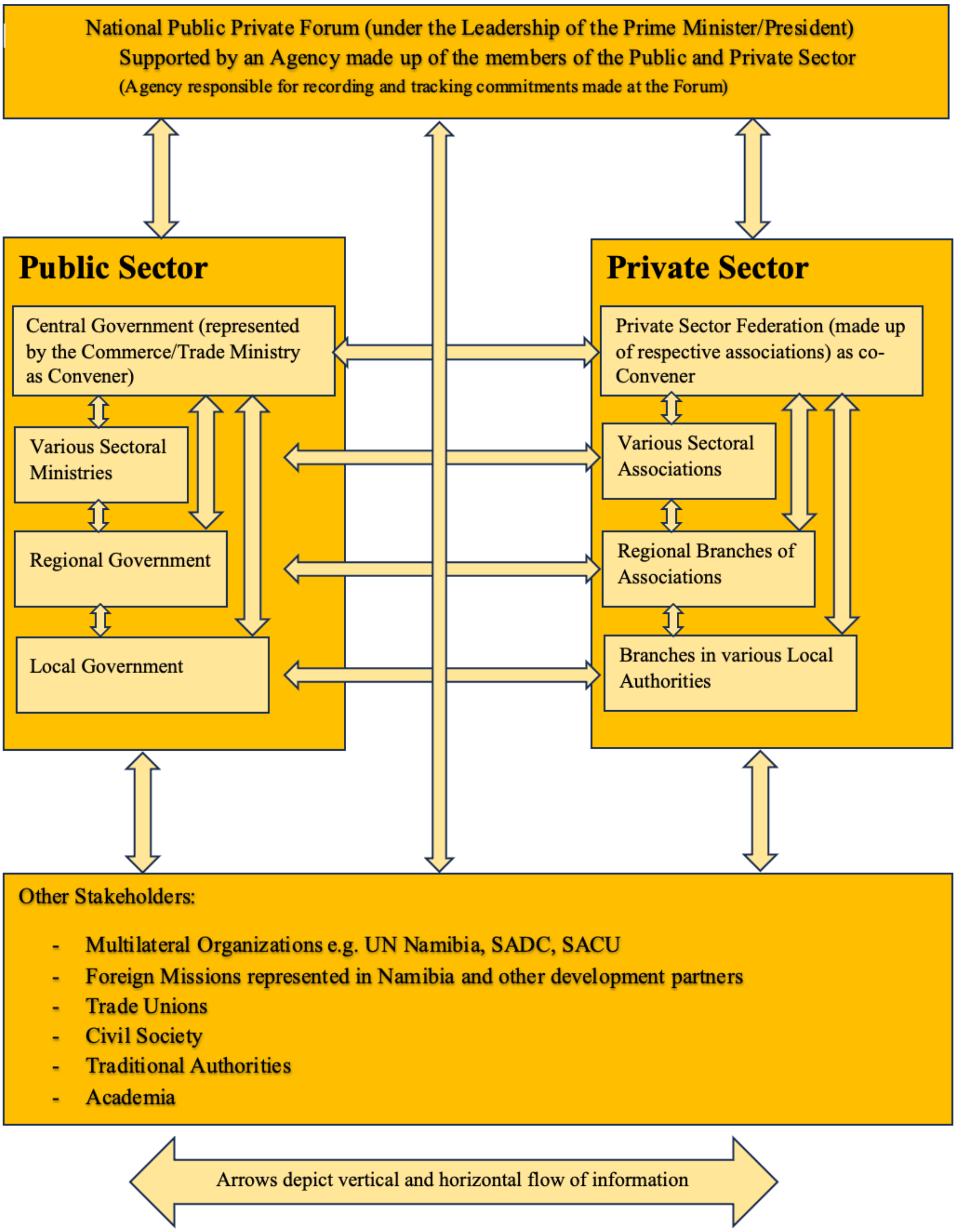

Figure 6.1: Framework for Public-Private Collaboration

6.2.1 Objectives of the PPC Framework

The overall objectives of the PPC Framework are:

- The Framework is supported by the institutionalisation of a Forum tasked with the responsibility of reviewing new policy, legislation, and/or amendments and providing recommendations to positively impact the competitiveness and ease of doing business in the country, investment promotion, employment creation, as well as other socio-economic goals;
- The Framework will ensure engagement between the public and the private sectors is facilitate in order i) to consider and update the various trade agreements in existence; ii) to reflect on the country's changing economic and social aspirations and ensure practices are aligned and iii) to ensure that the local business community can positively leverage the trade agreements in place. In this regard, the forum will seek to facilitate market access beyond a country's borders, per these agreements, for national firms;
- The Forum that forms a large part of the Framework will engage on how the country could address non-tariff barriers that inhibit business, in the quest to make the environment more business-friendly, both locally and regionally;
- The Framework will support recommendations targeted at informing reforms that will proactively address constraints across all sectors of the economy. By so doing, the competitiveness, ease of doing business and sustainable business practices will be enhanced;
- The Framework will result in the development guidelines to be used in monitoring, reviewing, and effectively implementing interventions to enhance ease of doing business and other key trade and investment barometers of progress; and
- The Framework will support the development of recommendations that inform the empowerment of Micro Small and Medium Enterprises (MSME) with a focus on the inclusion of businesses owned by youth, women, and other marginalised groups into the value and supply chains of businesses.

6.2.2 Key output and deliverable

The following are the summarised key output and deliverables of the PPC Framework:

- Improved collaboration between public and private sectors as reflected in policy reforms that provide for private sector-led economic development and growth;

- An Action Plan for implementing the country's economic growth plan, based on a clear vision cast for the nation's economic development (guided by existing policies);
- SMART (Specific Measurable Achievable Relevant Time-bound) action plans that are/can be implemented to improve our Global Competitiveness Index figures as well as the country's Ease of Doing Business; and Tracking and measuring the progress and successes of the plans and policies that emanate from the forum and reporting to the responsible delivery unit in the Office of the President.

6.2.3 Structure and organisation

The structure and organisation of the PPC Framework are described as follows:

- The PPC Framework will be supported by a PPF which will convene annually, as a meeting of invited senior government officials, private sector actors, and representatives of other stakeholders, under the leadership or Chairmanship of the President or the Prime Minister;
- The Lead organiser and coordinator of the PPC-F will be the Public Private Agency (PPA). The PPA will be responsible for coordinating the agenda and providing secretarial services to the forum;
- Participation in the PPF will be by invitation, as illustrated in Section 6.2.4. The various private sector institutions noted will be expected to consult their members/constituencies broadly, to ensure adequate representation and feedback, and a decentralised scope;
- Furthermore, The Framework will drive and support continuous engagement of the private sector and public sector bodies throughout the year to raise and resolve relevant issues. The Forum part of the Framework is expected to be strategic and as such it will only be dealing with strategic matters of national importance;
- As the lead government entity responsible for investment policy and with the greatest impact in creating a conducive environment for the private sector to thrive, the Ministry responsible for Trade, Industry, and/or Commerce (Ministry) will serve as the team leader of the public sector. In this capacity, the Ministry will engage relevant public sector stakeholders on the opportunities that exist within the policy framework, and ensure relevant matters raised by the private sector are actively addressed and/or further escalated to be discussed by the Forum;
- Equally, the Private Sector Federation will be the lead agency for the private sector. It will be responsible for coordinating with all relevant private sector throughout the year to identify unresolved matters that should be escalated to its meeting with the Ministry;

- A small committee of public and private sector players will be set up to carry out the activities and instructions as provided by the PPC Framework. The Committee will report to the Annual Public-Private Forum and will be chaired by the PPA. The minutes of the committee meetings should be submitted to the Forum for discussion/noting and action as deemed appropriate by the Public Private Forum;
- The Secretariat will be tasked with coordinating the activities of the PPC Framework, monitoring progress, reporting, and ensuring that all stakeholders fulfil their role in providing well-informed inputs and feedback. As part of its coordination role, the Secretariat will assist in facilitating committee engagements and interactions with the forum annually, with the lead from the private sector playing a significant role in engaging the private sector from across various industries, as and when necessary.

6.2.4 Participation

The Framework will ensure comprehensive representation and participation by all stakeholders throughout the year. However, the participation/representation at the fora will be capped to a manageable number e.g. 200 participants, with an about equal number from both the public and private sector and a good representation from other stakeholders. The following Public and Private sector entities are suggested as potential invitees to participate in the Forum.

Public Sector Representation (at the Minister or Deputy Minister level):

- Ministry responsible for trade and/or commerce (Head of Public Sector Delegation)
- Other relevant economic ministries
- Other relevant public sector regulatory and sectoral bodies
- Heads of specified large public enterprises
- Regional governors
- CEOs and mayors of identifies local authorities

Private Sector (Industry) Representation (Chairperson and/or CEO level)

- Country Private Sector Federation (Head of Private Sector Delegation);
- Large associations in terms of membership base;
- Associations of sectors representing large contributions to the country’s economy;
- Associations representing identify special business membership groups such as the youth, women, previously disadvantaged groups; and
- Heads of specified large private sector enterprises.

Other Stakeholders

- Heads of relevant civil society organisations
- Heads of relevant multilateral organisation
- Representatives of relevant foreign missions and other development partners
- Employee representative groups e.g. trade unions
- Heads of relevant academic institutions

6.2.5 Proceedings and review of the PPF

The forum will convene on an annual basis. The forum will be attended and chaired by the Head of State or the Prime Minister.

Ad hoc/extraordinary meetings may be held on request of either the Public or Private sector. The Secretariat will be charged with communicating the details of all meetings, sending out minutes, and providing feedback or follow-up on the issues raised during the Forum meetings. The Minutes of Proceedings of Meetings shall be shared by the Secretariat within two weeks of each meeting, approved by the Committee for actioning, and confirmed/adopted at the next subsequent meeting of the forum.

The setup, participation, and proceedings of the forum will be reviewed every 3 years to allow new representatives of new sectors on the forum (if necessary). Such a review will also consider the roles, responsibilities, terms, objectives, and performance of the forum and/or participating parties.

6.2.6 Funding and administration of the PPC-F

Membership/participation in the committees and Forum advocated by the PPC Framework is voluntary, and will not be compensated, since this will be viewed as an opportunity for participants to serve the nation by contributing to the formation of a positive and successful economic growth narrative, in which private sector development is key and the economy can thrive, for the benefit of all residents.

There is no doubt, however, that the implementation of the Framework including the convening of the annual fora, as well as the work of the secretariat and the committee, will require resourcing. To this end, a Management Agency of the Public Private Collaboration Framework will be established. The responsibility of the agency is to work with various stakeholders - including international organisations – to establish adequate and sustainable funding mechanisms that will guarantee the operational efficiency and sustainability of the Framework.

The costs that would fall under the activities of the Secretariat might include the salary of one or two coordinators, an office assistant in charge of administration, logistics, procurement, etc, the fees of consultants or technical experts, operating costs, and activity costs.

6.3 INCORPORATING THE RESEARCH RESULTS AND FINDINGS INTO THE PPC PROCESS

From the study, certain critical aspects need to be considered in setting up the Framework. These aspects are aimed at ensuring that the limitations of PPPs as well as the inherent challenges faced with PPCs are mitigated. Table 6.2 provides a summary of those critical areas of consideration:

Table 6. 1: Incorporating the research findings into the PPC process

Areas of Importance	Link to Study	Critical Success Factor
Leadership	Section 3.3	• Led by the highest authority in the country
Accountability	Section 5.5.2	• Appoint an independent agency to which both parties are accountable
Process	Section 3.7.12	• Clear and participatory process
Knowledgeable advisors for both parties	Section 3.3	• The public sector should include and engage Subject Matter Experts as the private sector usually possesses these
Commitment	Section 5.5.2 Table 3.1	• PPC will be successful if commitment is demonstrated through resource allocation by both the public and private sectors. Time to engage and manage is one such critical resource.
Organisation	Section 3.3	• PPC should be managed in a coordinated and organised manner, unlike current

Areas of Importance	Link to Study	Critical Success Factor
		arrangements that are unstructured
Trust	Section 3.3 Table 3.1	• Trust should be established between the public and private sector
Level of Participation	Section 5.5.2	• Attendance should be by the highest level of representation from the organisations/sectors
Governance Structure	Section 3.7.12	• The success of PPC is usually limited by a lack of governance structure. Therefore, the proposed structure of an agency that reports directly to the Prime Minister/President enhances its success.
Defined Expected Outcomes	Section 3.6	• The forum should not be just a talk shop but an organisation with clearly defined objectives/ outcomes
Mutual Exchange of Information within a trusted environment	Section 3.3 Section 3.4	• For a successful collaboration, there should be mutual sharing of information between the respective parties which is based on trust
Involvement of Other Stakeholders	Table 3.1 Section 3.7.12	• Dialogue should be aimed at addressing other challenges in society and must therefore be inclusive of the community.

6.4 VALIDATING THE PPC FRAMEWORK

To determine the effectiveness and efficiency of the proposed Framework, the researcher sought to have a high-level validation.

6.4.1 Design of the questionnaire

The questionnaire was designed on a 5-point Likert scale to test its appropriateness, objectivity, replicability, practicability, reliability, and suitability. The questionnaire was presented to 12 respondents from various backgrounds after giving them a brief of the study, its purpose, and the expected outcomes.

The 12 respondents were selected from the categories of those that participated in the survey i.e. public sector, private sector, and other stakeholders. However, the individuals include both those who participated in the survey as well as some who did not participate in the survey.

6.4.2 Respondents to the questionnaire

The summary of the respondents to the questionnaire is as follows:

Table 6. 2: Respondents to the questionnaire

Position	Type of Organisation	Sector	Summary of Experience
Vice President Project Development, Partner	Developer and Investor, Consultancy Services	Private	Inaugural Chairperson of 2 industry bodies; Consultant to various power station projects involving an SOE and private sector; Consultant to electricity regulator on license conditions and licensing; Consultant to Ministry of Mines on National Integrated Resource Plan for 2020 – 2026.
Acting Pro-Vice Chancellor: Research, Innovation & Development	University	Academia	Partnerships and Research that involves skills and capacity development; joint resource mobilisation; joint research dissemination platforms; joint round table discussions, presentations, seminars, and conferences. Also involved in partnership and research that focused on sharing of facilities and joint development of project proposals.
Chief Executive Officer	Financial Services	Private	Have worked at the CEO level in both public and private sector entities.

Position	Type of Organisation	Sector	Summary of Experience
Technical Expert on Policy Analysis	Regulator	Public	Engaged in the area for more than 15 years: National Development formulation, monetary coordination, Policy formulation, design and implementation.
Executive Director	SOE – Non-Commercial	Public	Just under 3 years of first-hand experience working for the government, fostering strong collaborations with both the public and private sectors. Experience in joint partnerships between both the public and private sectors.
Manager: Research and Development	SOE – Non-Commercial	Public	2 years managing Productivity Task Forces (i.e. temporary, sector-specific, public-private working groups that identify, prioritise, and eliminate key sectoral constraints).
Chief Executive Officer	SOE - Standards	Public	Served as CEO and COO of various Public Institutions from various backgrounds. Is an LLB, MBA, and PhD holder. The institution is at the forefront of further unlocking the potential in respect of standardisation, quality assurance, and metrology to make a difference, in collaboration with their partners in industry and government.
Head of Department	SOE – Non-Commercial	Public	Serving in a department that functions as an essential bridge between public and private sectors, encouraging communication and collaboration. Ability to

Position	Type of Organisation	Sector	Summary of Experience
			effectively bridge the gap between the two sectors, resulting in fruitful collaborations and the accomplishment of shared goals.
Group CEO	Listed Financial Services Group	Private	Integral part of organisational purpose and daily execution is the direct and indirect influence on matters of policy and national partnership. Been involved in various models to give effect to functional industry bodies with effective measurable outcomes.
Head of Department	Holding Company	Private	Responsible for driving the group's marketing related activities which includes ensuring that all stakeholders needs are met and maximising the profit of the organisation. We have clients and collaborate across the private and public sectors.
Chief Executive Officer	Lobby Organisation	Private	7 years of journalism at public broadcaster, followed by 25+ years as office administrator at private sector tourism national lobby organisation.
Chief Operations Officer	Training Organisation	Not for Profit	Leadership and Management Training for leaders from all sectors. Capacity building training for Public and Private sector staff.

6.4.3 Summary of the results of the questionnaire

Table 6. 3: Summary of the results of the questionnaire

Focus Area	Respondents												Mean
	1	2	3	4	5	6	7	8	9	10	11	12	
Appropriateness	4	5	5	3	5	4	5	4	2	4	5	5	4.3
Objectivity	4	5	4	4	4	5	4	4	4	4	5	5	4.3
Replicability	3	3	4	3	4	4	5	4	4	4	4	4	3.8
Practicability	3	4	4	3	5	4	5	4	3	4	3	5	3.9
Reliability	3	4	4	3	4	3	4	4	2	5	3	4	3.6
Suitability	4	5	5	4	4	3	5	4	2	4	5	5	4.2

6.5 CHAPTER SUMMARY

In this Chapter, the framework for PPC aimed at enhancing the resources of a country was presented. It was recommended that the framework be institutionalised through the implementation of a national Public Private Collaboration with support of governance accountability in the form of an annual Forum. The process of the establishment, administration, and implementation of the Framework was explained. The practicability, suitability, reliability, replicability, objectivity, and appropriateness of the framework were validated through a questionnaire based on a Likert scale and completed by 12 persons. The validation indicates a score of more than 3.5 out of 5 on each of the focus areas and this was deemed and concluded as reasonable and relevant for the purpose.

The implementation of this Framework, which is the final output of the study will facilitate a comprehensive dialogue between the public and private sector. Such a dialogue has potential to ensure that the respective parties find alignment on the causes of the challenges facing the country and ultimately the consensus on solutions and implementation modalities that are required to address these challenges.

CHAPTER 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This study was embarked upon to research the area of Public Private Collaboration (PPC) and recommend a framework for collaboration between the public and private sectors aimed at enhancing the resources of a country with Namibia as a case study.

Countries such as Namibia are endowed with significant resources which do not always benefit the majority of the populace. The resources usually end up being extracted and sold in raw form, ending up adding value elsewhere while inhabitants of the countries from which they originate languish in unemployment, and poverty and suffer high degrees of inequalities.

The public sector typically controls access to resources and sets policies regarding their ownership, as well as the terms, and conditions. In contrast, the private sector typically possesses the entrepreneurship and auxiliary or complementary resources needed to extract value from those natural resources. Therefore, the study sought to determine the alignment of such in Namibia, the extent to which there might have been experience in implementing PPP or PPCs, and whether collaboration between the public and private sectors could enhance the productivity of the resources.

7.2 SUMMARY OF THE RESEARCH

This section focuses on providing information relating to the outcome of the research.

7.2.1 Summary of literature review

The literature review aimed to focus on PPC around the world, but it was noted that in general and when it specifically comes to Namibia there was more study around PPPs than PPC. Accordingly, the literature provides detailed insight into PPPs starting with a focus on comparing them to PPCs. Several shortcomings relating to the latter were noted when compared to the former, especially concerning the lack of governance structure. The successful implementation of PPCs is enhanced by the presence of certain key factors that include trust, coordination, dialogue, and availability of knowledgeable advisors for both private and public sectors.

Furthermore, the literature was reviewed to determine what it reveals about how PPCs can be used as a catalyst for socio economic success. In that regard, there is evidence that PPCs can be implemented with success, especially in areas of capacity building, quality of services, labour productivity, and reduction in technical losses.

Finally, the study covered a review of reforms implemented by various countries when they faced economic challenges. The review revealed that the adopted policies tend to favour a move towards increased private sector participation and away from a state-controlled economy. A specific focus was placed on policy adjustment, public sector reforms including commercialisation and eventual privatisation of government departments, a collaboration between public and private sectors, and the promotion of a private sector-led economy.

The literature review makes it abundantly evident that there is a gap in the knowledge of PPC in Namibia due to a lack of research, particularly concerning the reasons behind the lack of collaboration despite the shared belief between the public and private sectors that collaboration will spur economic growth. Furthermore, there is an overall gap in the literature on the significance of PPC on the performance of a country's resources as most studies have been conducted either at the industry/sector or subject matter level. In cases where the reforms implemented by various countries were covered in the literature, there was no specific focus on the role played by collaboration between the private and public sectors and no specific recommendations on how much can be exploited further in the interest of all.

7.2.2 Summary and recap of study objectives

The purpose of this study was to develop an integrated Public-Private Collaboration (PPC) Framework to enhance the resources of a country with Namibia as a case study.

In particular, the study aimed to:

- Determine the allocation of ownership and control of the country's natural resources between the public and the private sectors and the current performance thereof. This was followed by the determination of complementary resources that are a pre-requisite for exploiting and deriving maximum benefit from the country's natural resources and the current ownership thereof (Objective 1);
- Establish the extent to which the country has implemented PPPs or PPCs to date, the successes and/or failures thereof and identify gaps that can be exploited for further collaboration between the two sectors (Objective 2);

- Identify whether and how further collaboration between the public and private sectors can enhance the productivity of the country's resources and lead to better economic performance of the country (Objective 3); and
- Develop an integrated PPP Framework to enhance the resources of a country (Objective 4).

The following tools were used to achieve these objectives:

Table 7. 1: Tool Used in the Study

Tool Used in the Study	Objective 1	Objective 2	Objective 3	Objective 4
Survey gathering large-scale data	√	√	√	√
Secondary Data on Companies	√			√
Secondary Data on Countries		√	√	√
Interviews	√	√	√	√

7.2.3 Synthesis of research findings

The research study was implemented using three main instruments i.e. gathering large-scale data using a questionnaire, secondary data gathered on selected companies and countries and finally conducting interviews from more than 30 participants across the three stakeholder groups (public, private, and other stakeholders).

7.2.3.1 The research findings from questionnaires

Large-scale data was gathered by collecting responses from more than 380 participants. The data was analysed using IBM-SPSS and Microsoft Excel based on certain multiple and multivariate regression formulas. After consideration of the respective analysis, the findings were as summarised below:

- Consideration was made regarding the alignment of ownership of the country's resources and the complementary resources required to generate value from such in Namibia between the public and private sectors. Based on the outcome of the results it is concluded that there is no relationship between ownership of resources and that of complementary resources that can enhance their performance. In other words, the owners and those who control the country’s resources are not necessarily the ones who own and/or control complementary resources;

- Regarding the experience of the success and/or failure of PPP or PPCs in the country to date, the results of this question reveal mixed results. The results revealed that some outcomes are below the set significance level while others are above that level. Accordingly, it is concluded that there has been a success in some cases, while in other cases there have been failures.
- On whether collaboration between the public and private sectors increases the economic performance of a country’s resources, it was noted that this is indeed the case. The study revealed that while respondents from similar sectors were aligned in their responses to some questions/themes and were misaligned with respondents from other sectors, the respondents, irrespective of their sector, were consistent in responding that they believe that Public Private Sector Collaboration will benefit the economic success of a country.

7.2.3.2 The research findings from secondary data on companies

Finding pertinent secondary data on companies was difficult because there were not many locally listed companies with publicly available data. Further, there were not many dual-owned companies (the one that was found changed from dual to state ownership to partial listing), and most state-owned businesses did not consistently prepare annual financial statements for the previous few years. In the end, a high-level review was performed on one-year data from a total of 28 companies (14 listed and 14 state-owned companies). Accordingly, no detailed statistical analysis was made of the data, but some high-level conclusions were made as follows:

- State Owned Enterprises have a significant portion of Property Plant and equipment while private companies have other types of assets. This means that there is a misalignment in ownership between natural resources and other types of assets. On a different note, both types of companies have insignificant investments in intangible assets. This means that Business Namibia is not making a significant investment in research and development and ownership of complementary assets that can enhance the performance of tangible assets;
- From the review of financial statements, there is no publicly available data on companies owned by both the public and private sectors. One state-owned company was listed recently and data available will only relate to that company and for performance of one

year. Accordingly, data on the absence of companies owned by both public and private sectors limited this work. The conclusion can then be made that there has been limited collaboration in business between the public and the private sector;

- Limited collaboration between the public and private sectors has happened in business. There are few companies with dual ownership and their financial data is not publicly available. Accordingly, it could not be determined whether companies with dual ownership performed better than public or privately owned companies.

7.2.3.3 The research findings from secondary data on countries

A summary of secondary data from five countries (including Namibia) over 10 years (meaning 50 data points) was obtained from various relevant resources and analyses accordingly. Similar to the survey, some multiple and multivariate regression were used in the analyses. The conclusions are as follows:

- The conclusion to the question as to whether there is alignment in ownership between the owners of resources and those with complementary assets to derive value from those resources is somewhat not straightforward. While there is a misalignment in the control and ownership of factors related to production and the complementary assets required to generate value from them, the mismatch is not necessarily that one is owned by the public sector and the other is owned by the private sector. The challenges seem to be that while the country owns factors of production specifically land and human resources (including unemployed graduates), the complementary assets such as capital and intangible assets that are necessary to derive value from these assets are not currently present in significant numbers to facilitate value extraction from these resources;
- The study revealed that countries such as Rwanda have an organised structure for Public Private Dialogue/Collaboration. The dialogue is initiated by the government and has the full support of the private sector. However, while dialogue happens in an ad hoc fashion in Namibia, the country does not have a similar organised structure. Therefore, formal collaboration at this level has been limited in Namibia;
- Using Rwanda as an example, the country is lagging in terms of GDP, GDP per capita, and net savings as a percentage of GDP. However, the summarised data for the past 10 years indicate that it is the best-performing country in terms of GDP rate and unemployment estimates. This successful economic performance could be attributable to the well-structured Public Private Collaboration. Among the 5 countries studied,

however, Namibia has the second lowest GDP and GDP per capita and the highest level of unemployment, and yet its annual GDP growth is still the second lowest. Furthermore, Namibia is only statistically like other countries (excluding Rwanda) in GDP growth which is the area of low performance. Finally, as one of the two African and only developing nations among the five, Namibia shares similar statistics with Rwanda for net lending/borrowing rate and savings as a percentage of GDP. Namibia does not have a structured Public Private Dialogue/Collaboration structure. Accordingly, when comparing the performances of these countries it seems evident that Public Private Collaborations have an impact on the economic performance of a country.

7.2.3.4 The research findings from interviews

An interview with six questions was conducted with more than 30 recipients (at least 10 from each stakeholder group: public sector, private sector, and other stakeholders). The interviewees responded to the same questions except for Question 6 which was tailored for each stakeholder group. The summarised themes from those questions are as per below:

- The general view of respondents leads to the conclusion that ownership of resources (primarily by the public sector) is not aligned with ownership of the country's complementary resources (primarily by the private sector). It was specifically highlighted that the country is not seeing significant investment in complementary resources as the private sector seems to focus on extracting raw materials and then exporting them out of the country unprocessed with minimal investments in value addition that require more complex skills and processes;
- The responses have led to a conclusion that PPP or PPC are not very common in the country and little to none of the respondents have been directly involved. The respondents have however indicated that they are aware of mixed outcomes from PPP but are not aware of a much-required organised governance structure for Public Private Dialogue. The conclusion here is that limited success factors have been experienced around PPP or PPC mainly due to a lack of collaboration happening as well as an absence of a platform or organised structure to facilitate such;
- In summary, respondents from all stakeholder groups agree that there is more to gain with increased collaboration and have highlighted some of the benefits to such collaboration as, a) Skills transfer resulting in knowledge sharing and increased innovation; b) Efficiency resulting in increased productivity; c) Skills development; d)

Employment creation; e) Building a more equal and inclusive society; f) Accountability, that lead to better governance, reduced corruption, and transparency; g) Increased economic development; h) Improved service delivery; and i) Cash and capital injection in projects leading to improvements in infrastructure. In conclusion, respondents believe that PPC will have a positive impact on the economic performance of Namibia's resources.

7.3 RESEARCH CONCLUSIONS

Based on the research findings and results of the four instruments as summarised above, the following conclusions were made on each of the three research questions.

7.3.1 Research question 1

The overall conclusion to this question is that when considering the control of natural resources in Namibia between the public and private sectors, there is no relationship between ownership thereof and that of complementary resources that can enhance their performance. The combined findings of the study are that while the public sector might have more control over natural resources, the misalignment is not necessarily that one is owned by the public and the other by the private sector but rather that there is insufficient ownership of complementary resources in the country.

7.3.2 Research question 2

The overall conclusion to this research question is that little success has been experienced around Public Private Sector Collaboration in Namibia.

7.3.3 Research question 3

The overall conclusion to this question is that collaboration between the public and private sectors will increase the economic performance of Namibia's resources.

7.4 RECOMMENDATIONS

Based on the outcome of the study, the recommendations for the best practice Framework for Public Private Sector Collaboration to enhance the resource of a country have been outlined in Chapter 6. The collaboration should be institutionalised by the establishment of a Public Private Collaboration Framework (PPC-F). The success of such a forum would be enhanced by having the following in place:

- Ensuring the structures of the PPC-F is correctly structured and has a sufficient level of authority to bring the relevant players to account;
- The objectives and expected outcomes of the PPC-F are well-defined and outlined;
- There is constant communication and dialogue among the relevant parties throughout the year and only relevant strategic matters are escalated to the annual PPF meeting;
- The annual PPF meeting should be chaired by the highest level of authority in the country e.g., the President and/or Prime Minister;
- Invited participants to the PPF should represent a relevant organisation with a good balance and blend between representatives from the three stakeholder groups i.e. public sector, private sector, and other stakeholders. Such organisations should be represented by the highest accountable level of authority e.g., Minister, Chief Executive Officer, Head of Institution;
- The Secretariat of the PPC-F should be provided with sufficient human and financial capacity to enable it to perform its functions effectively and efficiently;
- High-ranking representatives of both industries must demonstrate their support for the PPC-F in both discourse and resource allocation; and
- Finally, the organisation, structure, process, and operations of the PPC-F should be reviewed frequently at least every three years or as necessary to ensure that it is responsive to the developments in the economy and the needs of business and society at the time.

Further to the PPC-F, the study revealed areas that require further focus. These areas are as follows:

- The results of the research suggest that the public and private sectors should look for business areas where they can collaborate and work closely to build and own enterprises more jointly for the benefit of the economy;
- The study findings reveal that there is a view that the government is doing well in enacting policies. However, there is a lag in implementation. Furthermore, where the government has decided to participate in business, there is a view that more failures than successes have been experienced. Therefore, the government should focus more efforts on implementing and monitoring the good policies that have been put in place;
- The private sector and business community in general are noted as doing little to nothing when it comes to significant investment in the economy. There is more focus on extracting resources and exporting mostly raw materials instead of developing the

procedural knowledge necessary to produce complex goods that require expertise and that can add more value to the economy;

- Table 3.2 indicates proposed public sector reforms that can be adopted by the government in order to facilitate an enabling environment for the private sector to thrive and create jobs;
- Tables 5.36 and 5.37 indicate several variables that can impact the GDP growth rate and unemployment rates in Namibia as well as the comparable countries. Leadership should consider these variables in planning for country performance and ensure that these are integrated accordingly. In cases, where some variables positively impact these outcomes for other countries but not for Namibia, further investigations would need to be performed and necessary actions taken to implement complementary or compensating measures;
- Limited land seems to be available for industries and processing where more job creation happens. There is significant land for agriculture, mining, and tourism, however, with the exception of mining, these sectors are less productive, earn little income, and pay lower wages. Mining is mostly exploitative with minimal value addition happening in the country. To boost productivity, the nation must thus map out its territory in terms of endowed natural resources (especially land), plan intelligently, and work together to decide what resource will be prioritised and what land will be used for what purpose. Once the land is mapped out, it is important to establish clear procedures and streamline them to ensure quick access is made, which will expedite project development and employment creation;
- In general, the country seems to devote minimal or no resources to research and development, and this is evidenced by low exports of high-tech or value-added products. For this reason, more research in this field is required, to explore possible or potential collaborations between various stakeholders to boost R&D activities in the economy.

7.5 CONTRIBUTION OF THE STUDY

This study aimed to develop and introduce a PPC Framework to enhance a country's resources using Namibia as a case study. This is a subject matter that has never been introduced before by other researchers. Although the study does not introduce new concepts and practices but leverages existing practices not only in Namibia where most have not yet been formalized but specifically in peer countries such as Rwanda. Those countries have been found to outperform Namibia in a few areas and are making fast and significant development on the back of various policies including but not limited to structured Public Private Dialogue.

In Namibia, while there is a dialogue between the public and private sector, these conversations mostly happen haphazardly mainly on the initiation of one party and usually only to address an area of dissatisfaction or discontent. Although the private sector can make a meaningful contribution to the country's policies as well as its agenda for economic development, the government typically bears full responsibility for this and invites the private sector to consult on ideas. These ideas are occasionally offered and interpreted more as criticism than values addition from collaborators who share the same vision and aspirations for the economy and the country.

Although this framework is not comprehensive and might require adjustment to suit specific cases, it can guide the formation of a mutually beneficial working relationship between the public and private sector based on trust and collaboration instead of the ruler and its subjects. If and once this framework is adopted, the country will have a unified continuous collaborative dialogue aimed at identifying and solving constraints to productivity and economic development in the best interest of the populace.

The research study has revealed that there is a feeling that other stakeholders such as academics, civil society, labour unions, etc. are usually left out of dialogue and conversation about economic development. Therefore, this framework is meant to introduce the inclusion of other stakeholders to take part in this collaboration. This is a concept that has received specific focus and attention in the proposed framework and thus there is a definite call for an inclusive approach.

Finally, this study has made other specific recommendations for implementation and has identified avenues for further research to strengthen the implementation of the framework and/or to enhance further collaboration.

7.6 AVENUES FOR FUTURE RESEARCH

The study revealed that there are potential areas for further studies especially regarding the following:

- Mapping the natural resources of Namibia and the ownership thereof. While this study has indicated the views and high-level understanding of ownership of resources allocation between the public and private sector, except for land, no further detailed work was done to understand the various assets that are owned by the country and map these to the relevant sectors;

- Mapping and obtaining more information regarding Namibia's complementary/intangible including who owns what licenses, patents, trademarks etc. and other intellectual property has proven futile. Further, there has been no success in gathering information regarding the existence and ownership of registered intangible assets in Namibia during this study. The information is not publicly available and requests to the relevant authority did not yield results by the time of the conclusion of this study;
- A study on activities relating to Research and Development (R&D) by business Namibia should include an understanding of R&D activities at the overall country level whether by the public or the private sector as well as recommendations on what could be done to increase such activities. The economic development of the country will not improve in the absence of R&D activities and investments in the respective intangible assets necessary to derive further value from the country's resources. The study has revealed that there might be little to no investments made currently in this regard;
- In general, there has been insufficient literature on PPC and to some extent even PPP in Namibia. This area could do with increased study and research; and
- Besides limited studies around PPP and PPC in Namibia, literature relating to the extent of influence of Public Private Collaborations on the success and/or lack thereof on the nation's economic development seems to be an under-explored area that may require further research.

7.7 LIMITATIONS OF THE STUDY

Several limitations were noted during this study. The limitations worth noting for this study are as follows:

- Sufficient numbers of and/or data on listed Private Sector Companies: Secondary data on companies was limited by the fact that the country has a limited number of domestic companies and/or companies with primary lists on the Namibia Stock Exchange. Other companies listed on the stock exchange have a secondary listing and their available data include information about operations in other countries making it not comparable and/or relevant for this study;
- Availability of recent data for State Owned Companies: Secondary data on companies was further limited by the fact that many State-Owned Companies did not prepare

financial statements for several years. The information was available for some of the companies related to the financial year ended in 2017. Accordingly, there were no data points for analysis, drawing statistical inferences, and making relevant conclusions with statistical support over the periods of five years or more;

- The response rate from local government: At 4.8% (16/331 government – regional and local), the response rate of the public sector, excluding Central government and State-Owned Enterprises was noted as relatively very low. This could be attributed to the fact that most of these are spread throughout the country and outside of urban centres where internet access and ultimately frequent use of emails might be limited. Relevant conclusions could still be made, however, as overall government responses were sufficient; and
- Availability of data on registered trademarks, patents, and allocation to the relevant sectors - Efforts to obtain information about the presence and ownership of registered intangible assets in Namibia during this study have proven futile. The information is not publicly available and requests to the relevant authority did not yield results by the time of the conclusion of this study.

7.8 CONCLUDING REMARKS

This research sought to respond to four research questions with the final aim of developing an integrated PPC Framework to enhance the resources of a country using Namibia as a case study. The study started with an overview of the objectives of the study as well as the research questions that it aimed to explore. Furthermore, the study provides a summary of the outcomes of the literature review as well as the research findings and conclusions per research questions. The proposed framework is presented in Chapter 6. The study concluded by looking into some additional recommendations, avenues for further studies as well as limitations encountered by the researcher during the study. The researcher is of the view that this study has provided sufficient basis for the conclusions made and that the objectives of the eventual formulation of the PPC Framework have been accomplished.

REFERENCES

Abdulrahman, B.M.A. (2010) ‘The Role of Monetary policy on Economic activity in Sudan: An Empirical Investigation, 1990-2004’, Journal of Human Science, January 20(44), pp. 1–21.

Achim, S. (2018) ‘Human Development Indices and Indicators 2018’. New York, United Nations Development Programme. doi: 10.18356/656a3808-en.

Ahluwalia, M. S. (2002) ‘Economic reforms in India since 1991: Has gradualism worked?’, Journal of Economic Perspectives, 16(3), pp. 67–88. doi: 10.1257/089533002760278721.

Alfaro, L., Chanda, A., Kalemli-Ozcan, S. and Sayek, S. (2000) ‘FDI and economic growth: The role of local financial markets’, Journal of International Economics, 64(1), pp. 89–112. https://www.sciencedirect.com/science/article/abs/pii/S0022199603000813?via%3Dihub doi: 0.1016/S0022-1996(03)00081-3

Aliyu, A.A., Singry, I.M., Adamu, H. and Abubakar, M.M. (2015) ‘Ontology, epistemology and axiology in quantitative and qualitative research: elucidation of the research philosophical misconception’, University of Agric, Abekuta, Ogun State, Nigeria.

Arya, R. K. and Watts, S. (2020) ‘A study of poorly designed economic reforms in India’, Journal of Critical Reviews, 7(4), pp. 565–571. doi: 10.31838/jcr.07.04.103.

Atiq, Z. and Haque, E. (2018) ‘Financial Development and Economic Growth: The Role of Energy Consumption’. Journal of Quantitative Methods, 2(2), pp. 43–55. doi: 10.29145/2018/jqm/020204.

Avgerou, C. (2003) ‘The link between ICT and economic growth in the discourse of development’, IFIP Advances in Information and Communication Technology, 126, pp. 373–386. doi: 10.1007/978-0-387-35695-2.

Ayadi, F. S. (2017) ‘Resource Endowment and Economic Growth in Selected African Countries’, Journal of Management and Social Sciences, 6(2), pp. 283–303.

Ayanwale, A. B. (2007) ‘FDI and economic growth: evidence from Nigeria’, AERC research paper. Nairobi.

Baisako, B. (2013) ‘Inkumbi tackles Private Public Partnership’, 27 May 2013 edn, The Villager, Windhoek, Namibia.

Bale, M. and Dale, T. (1998) ‘Public sector reform in New Zealand and its relevance to developing countries’, World Bank Research Observer, 13(1), pp. 103–121. doi: 10.1093/wbro/13.1.103.

Barro, R. J. (1996) ‘Determinants of Economic Growth’. NBER Working Paper 5698. Cambridge.

Bazeley, P. and Kemp, L. (2012) ‘Mosaics, triangles, and DNA: Metaphors for integrated analysis in mixed methods research’, Journal of Mixed Methods Research, 6(1), 55-72. doi:10.1177/1558689811419514.

Beng, C.S. (2014) ‘Impact of trade unions on economic performance: The case of Singapore’, Singapore Economic Review, 59(4), pp. 1450035-1 - 1450035-14. doi: 10.1142/S0217590814500350.

Beumer, K. and Almekinders, C.J.M. (2023) ‘Chapter 10. Hybrid potato breeding for smallholder farmers in developing countries: four models for public-private collaboration’, Available at: beumer-almekinders-2023-chapter-10-hybrid-potato-breeding-for-smallholder-farmers-in-developing-countries-four-models.pdf (Accessed: 17 October 2023).

Bhattacherjee, A. (2012) ‘Social Science Research: Principles, Methods, and Practices’, 2nd edn, Creative Commons Attribution-Non-commercial-ShareAlike 3.0 Unported License, Tampa, Florida.

Bilbao-Osorio, B. and Rodríguez-Pose, A. (2004) ‘From R and D to innovation and economic growth in the EU’, Growth and Change, 35(4), pp. 434–455. doi: 10.1111/j.1468-2257.2004.00256.x.

Bland, R. L. and Overton, M. (2014) ‘Assessing the Contributions of Collaborators in Public–Private Partnerships’, The American Review of Public Administration, 46(4), pp. 418–435. doi: 10.1177/0275074014559246.

Bloomberg, L., (2017) ‘Techniques to identify themes in qualitative research’ Available at: https://ncu.libanswers.com/loader?fid=20440&type=1&key=0bda916cfb31182a7b70a484716008bb#:~:text=Themes%20are%20abstract%2C%20often%20fuzzy,already%2Dagreed%2Dupon%20professional%20definitions (Accessed: 20 July 2024).

Blumberg, B.F., Cooper, D.R. and Schindler, S.S. (2014) ‘Business Research Methods’, 4th edn, McGraw-Hill Education, Maidenhead, Berkshire.

Brems, H. (1971) ‘Great-Power Tension and Economic Evolution in Finland Since 1809’, Journal of Economic Issues, 5(4), pp. 1–19. doi: 10.1080/00213624.1971.11502994.

British Columbia (2024) ‘What is Economic Development’ Available at: https://www2.gov.bc.ca/gov/content/employment-business/economic-development/plan-and-measure/economic-development-basics (Accessed: 18 January 2024).

Brown, C. P. (2019) ‘The 2018 US-China trade conflict after forty years of special protection’, China Economic Journal, 12(2), pp. 109–136. doi: 10.1080/17538963.2019.1608047.

Brown, R., Mostert, R., van Wyk, D., McGregor, R. and Katuwo, E. (2018) ‘Namibia - Mid-term Budget Review 2018/2019’. Windhoek.

Chatterji, M., Mohan, S. and Dastidiar, S.G. (2014) ‘Relationship between trade openness and economic growth of India: A time series analysis’, Journal of Academic Research in Economics, 6(1), pp.45-69.

Chen, X. and Shao, Y. (2017) ‘Trade policies for a small open economy: The case of Singapore’, World Economy, 40(11), pp. 2500–2511. doi: 10.1111/twec.12555.

Cheung, E. (2009) ‘Developing a best practice framework for implementing PPP in Hong Kong', School of Urban Development, Faculty of Built Environment and Engineering. Queensland University of Technology.

Chia, S. Y. (2015) ‘Globalization and regionalization: Singapore’s trade and fdi’, Singapore Economic Review, 60(3), pp. 1550034-1 - 1550034-24. doi: 10.1142/S0217590815500344.

Chou, J. and Pramudawardhani, D. (2015) ‘Cross-country comparisons of key drivers, critical success factors and risk allocation for public-private partnership projects’, Journal of Project Management, 33, pp. 1136-1150. https://doi.org/10.1016/j.ijproman.2014.12.003

CIA (2022) The World Fact Book. Available at: https://www.cia.gov/the-world-factbook/countries/namibia (Accessed: 24 June 2022).

Cieślik, A. and Goczek, Ł. (2018) ‘Corruption, Privatisation and Economic Growth in Post-communist Countries’, Europe - Asia Studies, 70(8), pp. 1303–1325. doi: 10.1080/09668136.2018.1511771.

Cook, P. and Uchida, Y. (2001) 'Privatisation and Economic Growth in Developing Countries', Working Paper Series. Paper No. 7. Manchester. Available at: http://idpm.man.ac.uk/crc/, (Accessed: 2 September 2020).

Cropanzano, R. and Mitchell, M. S. (2005) 'Social exchange theory: An Interdisciplinary review'. Journal of Management, 31(6), pp. 874–900. doi: 10.1177/0149206305279602.

Cruz, C. and Marques, R. (2013) 'Flexible contracts to cope with uncertainty in public-private partnerships', International Journal of Project Management, 31, pp. 473-483. https://doi.org/10.1016/j.ijproman.2012.09.006

Dalziel, P. (2002) 'New Zealand's Economic Reforms: an assessment', Review of Political Economy, 14(1), pp. 31–46. doi: 10.1080/0953825012010275.

Di Domenico, M. L., Tracey, P. and Haugh, H. (2009) 'The dialectic of social exchange: Theorizing corporate-social enterprise collaboration'. Organisation Studies, 30(8), pp. 887–907. doi 10.1177/0170840609334954.

Diamantopoulos, A. and Schlegelmilch, B.B. (2000) 'Taking the fear out of data analysis', Seng Lee, Singapore.

Donahue, J. D. and Zeckhauser, R. J. (2006) 'Public-Private Collaboration', In M. Moran, M. Rein and R.E. Goodin (eds), The Oxford Handbook of Public Policy. London: Oxford University Press. June 2008. Edited by M. Moran, M. Rein, and R. E. Goodin. London: Oxford University Press.

Dundar, H., Millot, B., Savchenko, Y., Aturupane, H. and Piyasiri, T. A. (2014) 'Building the Skills for Economic Growth and Competitiveness in Sri Lanka', 1st edn, Building the Skills for Economic Growth and Competitiveness in Sri Lanka. 1st edn. Washington DC.: The World Bank. doi: 10.1596/978-1-4648-0158-7.

Edwards, S. and Edwards, A. C. (2000) 'Economic Reforms and Labour Markets: Policy Issues and Lessons from Chile', 7646. Cambridge. Available at: http://www.nber.org/papers/w7646, (Accessed: 2 September 2020).

Eidhammer, O., Andersen, J. and Johansen, B. G. (2016) 'Private Public Collaboration on Logistics in Norwegian Cities', Transportation Research Procedia. Elsevier B.V., 16(2352), pp. 81–88. doi: 10.1016/j.trpro.2016.11.009.

Employment Equity Commission (2018) 2020-last update, ‘Annual Report 2018’ [Homepage of Employment Equity Commission], [Online]. Available: https://eec.gov.na/home (Accessed: 17 April 2022).

Emran, M. S. and Stiglitz, J. E. (2004) ‘On selective indirect tax reform in developing countries’, Journal of Public Economics, 89(4 SPEC. ISS.), pp. 599–623. doi: 10.1016/j.jpubeco.2004.04.007.

Erakovich, R. and Anderson, T. (2013) ‘Cross-sector collaboration: Management decision and change model’, International Journal of Public Sector Management, 26(2), pp. 163–173. doi: 10.1108/09513551311318031.

Evans, L., Grimes, A., Wilkinson, B. and Teece, B. (1996) ‘Economic Reform in New Zealand 1984-95: The Pursuit of Efficiency’, Journal of Economic Literature, 34(4), pp. 1856–1902.

Fatas, A. and Mihov, I. (2013) ‘Policy volatility, institutions, and economic growth’, Review of Economics and Statistics, 95(2), pp.362-376. https://doi.org/10.1162/rest_a_00265

Fatas, A. and Mihov, I. (2017) ‘Policy Volatility, Institutions, and Economic Growth’, NBER Working Paper, 5388. London.

Ferlito, C. (2019) ‘A Counter-Cyclical Tax Reform’, Institute for Democracy and Economic Affairs, pp. 1–13. Available at: www.ideas.org.my 3, (Accessed: 2 September 2020).

Finstad, K. (2010) ‘Response Interpolation and Scale Sensitivity: Evidence Against 5-Point Scales’, Journal of Usability Studies, 5(3), pp. 104 – 110.

Fleming, R. C. D. and Leonard, L. G. (2004) ‘Regional collaboration and economic development, ST. Louis Style’, Economic Development Journal, 3(2), pp. 11–20.

George, G., Fewer, T.J., Lazzarini, S., McGahan, A.M and Puranam, P. (2023) ‘Partnering for Grand Challenges: A Review of Organizational Design Considerations in Public–Private Collaborations’, Journal of Management, 50(1), pp. 10–40. doi:10.1177/01492063221148992.

Gopinath, G. (2019) ‘World Economic Outlook’, Washington DC., International Monetary Fund. doi: 10.18356/6d35867e-en.

Gries, T., Kraft, M. and Meierrieks, D. (2009) ‘Linkages Between Financial Deepening, Trade Openness, and Economic Development: Causality Evidence from Sub-Saharan Africa’, World Development. 2008–08. Paderborn. doi: 10.1016/j.worlddev.2009.05.008.

Gurria, A. (2019) ‘Three reasons why Finland can stay on top’, The OECD Observer, p. 40. Available at https://oecdobserver.org/news/fullstory.php/aid/6163/Three_reasons_why_Finland_can_stay_on_top.html. (Accessed: 01 June 2020).

Hanushek, E. and Wößmann, L. (2007) ‘The Role of Education Quality in Economic Growth’, World Bank Policy Research Working Paper 4122. WPS4122. Munich. doi: 10.2139/ssrn.960379.

Harrison, G. (2017) ‘Rwanda and the Difficult Business of Capitalist Development’, Development and Change, 48(5), pp. 873–898. doi: 10.1111/dech.12323.

Harambee Prosperity Plan II (2021) ‘Action Plan of the Namibian Economy towards Economic Recovery and Inclusive Growth’, Available at: https://hppii.gov.na/ (Accessed: 17 October 2023)

Holt, J. (2009) ‘Quantitative research: an overview’, British Journal of Cardiac Nursing, 4(5), pp. 234-236. https://doi.org/10.12968/bjca.2009.4.5.42092

Honkapohja, S. and Koskela, E. W. (2002) ‘The economic crisis of the 1990s in Finland’, ETLA Discussion Paper 683, The Research Institute of the Finnish Economy (ETLA), Helsinki.

Honkapohja, S., Koskela, E., Leibfritz, W. and Uusitalo, R. (2009) ‘Economic prosperity recaptured: The Finnish Path from Crisis to Rapid Growth’, Review of Policy Research, 123(19), p. 88. https://doi.org/10.7551/mitpress/9780262012690.001.0001

Howlett, M., Mukherjee, I., and Woo, J.J. (2015) ‘From tools to toolkits in policy design studies: the new design orientation towards policy formulation research’, Policy Polit., 43 (2) (2015), p. 291-311. https://doi.org/10.1332/147084414x13992869118596

Huchet-Bourdon, M., Le Mouël, C.L.M. and Vijil, M. (2011) ‘The relationship between trade openness and economic growth: some new insights on the openness measurement issue’, In XIIIème Congrès de l'Association Européenne des Economistes Agricoles (EAAE), Available at: https://hal.archives-ouvertes.fr/hal-01987393/file/Huchet-Bourdon_et_al-2017-The_World_Economy_preprint.pdf, (Accessed: 2 September 2020).

Hui, G. and Hayllar, M. R. (2010) ‘Creating public value in e-government: A public-private-citizen collaboration framework in Web 2.0’, Australian Journal of Public Administration, 69(SUPPL. 1), pp. 120–131. doi: 10.1111/j.1467-8500.2009.00662.x.

Islam, A. (2001) ‘Issues in Tax Reforms’, Asia-Pacific Development Journal, 8(1), pp. 1–12.

Ismail, S. and Harris, F. (2014) ‘Challenges in implementing public private partnership (PPP) in Malaysia’, Procedia Social and Behavioral Sciences, 164, pp. 5-10. https://doi.org/10.1016/j.sbspro.2014.11.044

Ivanová, E. and Masárová, J. (2018) ‘Performance evaluation of the Visegrad Group countries’, Economic Research-Ekonomska Istrazivanja, 31(1), pp. 270–289. doi: 10.1080/1331677X.2018.1429944.

Jauhiainen, J. S. (2008) ‘Regional and Innovation Policies in Finland – Towards Convergence and/or Mismatch?’, Regional Studies, 42(7), pp. 1031–1045. doi: 10.1080/00343400701543140.

Jean Lee, S.K. (1992) ‘Quantitative versus Qualitative Research Methods – Two approaches to Organisation Studies’, Asian Pacific Journal of Management, 9(1), pp. 87 – 94. https://doi.org/10.1007/bf01732039

Kantola, A. and Kananen, J. (2013) ‘Seize the Moment: Financial Crisis and the Making of the Finnish Competition State’, New Political Economy, 18(6), pp. 811–826. doi: 10.1080/13563467.2012.753044.

Kaupa, S., Kamuinjo, A. and Shindume, S. (2022) ‘Strategies aimed at Improving the Public-Private Initiatives in Agriculture: A case Study of Namibia', Academy of Entrepreneurship Journal, 28(2), pp. 1-10.

Kedir, A., Tomi, D.S., Suominen, H., Chavula, H.K. and Chinzara, Z. (2016) ‘Commodity Prices and Growth in Africa: Institutional and temporal consideration’, Occasional Paper Series. Addis Ababa. doi: 10.1257/jep.13.3.23.

Kent, R., and Lee, M. (1999) ‘Using the Internet for market research: A study of private trading on the Internet’, Journal of the Market Research Society, 41(4), 377–381. https://doi.org/10.1177/147078539904100407

Kerr, R. (2003) ‘New Zealand’s Flawed Growth Strategy’, 19(1), pp. 3–6. Available at https://www.cis.org.au/app/uploads/2015/04/images/stories/policy-magazine/2003-autumn/2003-19-01-roger-kerr.pdf. (Accessed: 27 May 2020).

Keyter, C. 2010, ‘Perception of Stakeholders involved in Public Private Partnership Arrangements: A case study of solid waste management in the City of Windhoek’, Namibia, Journal of Public Administration, 45(1), pp. 18-29.

Khan, M. S. and Reinhart, C. M. (1990) ‘Private investment and economic growth in developing countries’, World Development, 18(1), pp. 19–27. doi: 10.1016/0305-750X(90)90100-C.

Kim, A. B., Roberts, J. M. and Lucia, S. (2019) ‘Index of Economic Freedom, 2019’. Washington DC. Available at: https://www.heritage.org/international-economies/event/freedom-and-prosperity-the-2019-index-economic-freedom (Accessed: 18 July 2019).

Knoema Corporation (US) (2017) ‘Namibia - Gross domestic product in constant prices growth rate’. Knoema Corporation. Available at: https://knoema.com/atlas/Namibia/Real-GDP-growth (Accessed: 20 November 2018).

Knoerich, J. (2017) ‘How does outward foreign direct investment contribute to economic development in less advanced home countries?’, Oxford Development Studies, 45(4), pp. 443–459. doi: 10.1080/13600818.2017.1283009.

Kothari, C. R. (2004) ‘Research Methodology: Methods and Techniques’, 2nd edn. Jaipur: New Age International Publishers.

Kurtishi-Kastrati, S. (2013) ‘The Effects of Foreign Direct Investments for Host Country’s Economy’, The European Journal of Interdisciplinary Studies (EJIS), 5(1), pp. 26–38.

Kuruvilla, S., Erickson, C. L. and Hwang, A. (2001) ‘An assessment of the Singapore skills development system: Does it constitute a viable model for other developing countries?’, World Development, 30(8), pp. 1461–1476. doi: 10.1016/S0305-750X(02)00046-3.

Laerd Statistics (2018) ‘Hypothesis Testing - Significance levels and rejecting or accepting the null hypothesis’, [online] Available at: https://statistics.laerd.com/statistical-guides/hypothesis-testing-3.php (Accessed: 17 April 2022).

Leedy, P. and Ormrod, J. E. (2015) ‘Practical Research, Planning and Design’, 11th edn. Edinburg Gate: Pearson Education Limited.

Legal Assistance Centre (2016) 'Encouraging Equal Opportunity in the Workplace', [Homepage of Legal Assistance Centre], [Online]. Available at: https://www.lac.org.na/projects/grap/Pdf/equal_opportunities.pdf, (Accessed: 17 April 2022).

Leong, S. T. and Lee, C. G. (2019) 'The determinants of Singapore's outward foreign direct investment to China and Hong Kong', The Journal of Developing Areas, 53(1), pp. 95–107. doi: 10.18510/hssr.2019.7251.

Lim, L. Y. C. (2015) 'Fifty Years of Development in the Singapore Economy: An Introductory Review', Singapore Economic Review, 60(3), pp. 1–14. doi: 10.1142/S0217590815020026.

Lin, C.C. and Lin, G. T. R. (2014) 'Analysing Innovation Policy Dimensions and Contexts: In the Empirical Cases of Taiwan and Singapore', International Journal of Organisational Innovation, 6(4), pp. 203–216.

Liu, T., Wang, Y. and Wilkinson, S. (2016) 'Identifying critical factors affecting the effectiveness and efficiency of tendering processes in Public-Private Partnerships (PPPs): A comparative analysis of Australia and China', International of Project Management, 34, pp. 701-716. https://doi.org/10.1016/j.ijproman.2016.01.004

Lowery, R.C. (2014) 'Two Basic Summary Statistics 2014', Available at: http://people.uncw.edu/lowery/pls101/MicroCase/two_basic_summary_statistics.htm (Accessed: 20 August 2023).

Macrotrends (2024) 'Namibia Foreign Direct Investments 1985-2023)', Available at: https://www.macrotrends.net/countries/NAM/namibia/foreign-direct-investment (Accessed: 17 January 2024).

Malunda, D. and Musana, S. (2012) 'Rwanda: Case Study on Economic Transformation', Institute of Policy Analysis and Research – Rwanda (IPAR). Available at: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Rwanda_-_Leveraging_Capital_Markets_for_Small_and_Medium_Enterprise_Financing.pdf. (Accessed: 10 June 2020).

Martin, C. (2020) 'The Quantitative Research Sample Size Calculator', WEB Centre for Social Research Methods. Available at: https://blog.flexmr.net/sample-size-calculator (Accessed: 28 September 2020).

Mawela, T., Ochara, N.M. and Twinomurinzi, H. (2016) 'Missed opportunities for introducing transformational government', Transforming Government: People, Process and Policy, 10(1), pp. 168-188. https://doi.org/10.1108/tg-11-2014-0059

Mberema, M.M.N. (2022) 'Identifying Factors Contributing to the Delay of project Timelines in Public-Private Partnerships for Housing Development Projects in Namibia', University of Cape Town, Cape Town, South Africa.

McAloon, J. (2006) 'Long slow boom? Manufacturing in New Zealand, 1945-70', Australian Economic History Review, 46(1), pp. 45–69. doi: 10.1111/j.1467-8446.2006.00151.x.

Miller, R. and Cote, M. (1985) 'Growing the Next Silicon Valley.' Harvard Business Review, 63, 114-123.

Mintrom, M. and Thomas, M. (2019) 'Successful Public Policy: lessons from Australia and New Zealand', 2019th edn. Edited by P. Luetjens, Joannah; Mintrom, Michaerl; 't Hart. Acton: ANU Press. doi: 10.22459/SPP.2019.

Munthali, T. (2017) 'Leadership in Rwanda's Economic Development', From the African Community of Practice on Management for Development Results at the African Capacity Building Foundation. Case Study No. 76. 2017 (76), pp. 1-7.

Murenzi, R. and Hughes, M. (2006) 'Building a prosperous global knowledge economy in Africa: Rwanda as a case study', International Journal of Technology and Globalisation, 2(3–4), pp. 252–267. doi: 10.1504/IJTG.2006.011914.

Musonera, E., Karuranga, E. and Nyamulinda, B. I. (2014) 'Institution Fitness, Investment and Economic Growth in Rwanda', The Journal of International Business Research and Practice (JIBRP), 8(2014), pp. 117–133.

Mutambatsere, D.E. (2014) 'Public-Private Partnerships (PPP's) and Other Innovative Ways of Financing Infrastructure: Regional and International experience', Bank of Namibia, Windhoek, Namibia.

Nair-Reichert, U. and Weinhold, D. (2001) ‘Causality tests for cross-country panels: A new look at FDI and economic growth in developing countries’, Oxford Bulletin of Economics and Statistics, 63(2), pp. 153–171. doi: 10.1111/1468-0084.00214.

Namakalu, H., Niishinda, E., Kadhila, I., Fillipus, H., Mukasa, N. and Mushendami, D.P. (2014) ‘Infrastructure Financing in Namibia’. Bank of Namibia, Windhoek, Namibia.

Namibia Statistics Agency (NSA) (2018) ‘The Namibia Labour Force Survey 2018 Report’, Windhoek. Available at https://nsa.org.na/page/publications/ (Accessed: 12 June 2020).

Namibian Parliament (1995) ‘Agricultural (Commercial) Land Reform Act, 1995 (Act 6 of 1995)’, Namibia. Available at: https://laws.parliament.na/namibian-constitution/ (Accessed: 20 August 2023).

Namibian Parliament (1998) ‘The Constitution of the Republic of Namibia’, Namibia. Available at: https://laws.parliament.na/namibian-constitution/ (Accessed: 18 July 2019).

Namoloh, J. N. (2017) ‘Savings, Investment and Economic Growth in Namibia’, University of Cape Town, Cape Town, South Africa.

Nardi, P.M. (2014) ‘Doing Survey Research, A Guide to Quantitative Methods’, 3rd edn, Routledge, Ney York, New York.

Nasab, E. H. and Aghaei, M. (2009) ‘The Effect of ICT on Economic Growth: Further Evidence’, International Bulletin of Business Administration, 5(5), pp. 46–56. Available at: http://www.eurojournals.com/IBBA.htm46, (Accessed: 1 September 2020).

Nascio (2006) ‘Keys to Collaboration: Building Effective Public Private Partnerships’, Available at: https://www.nascio.org/wp-content/uploads/2019/11/NASCIO-Keys-to-Collaboration.pdf (Accessed: 18 January 2024).

Naude, W. (2008) ‘Entrepreneurship in Economic Development’, 2008/20. Helsinki. Available at: https://www.econstor.eu/dspace/bitstream/10419/63572/1/560604459.pdf (Accessed: 18 July 2019).

Naudé, W. (2014) ‘Entrepreneurship and economic development’, International Development. Ideas, Experiences and Prospects. [Online]. Available https://www.econstor.eu/bitstream/10419/63572/1/560604459.pdf (Accessed: 28 October 2018).

Naveed, F. (2015) 'Public-Private Partnerships (PPPs) for Infrastructure Development in Developing Countries: A Case Study of Pakistan', Institute for Development Policy and Management (IDPM) The School of Environment, Education and Development (SEED)University of Manchester, Manchester, England.

Nelson, J. (2014) 'Innovative Platforms for Public - Private Dialogue', New York: Brooking Blum Roundtable, pp. 0–5.

Neudorfer, N. S. (2018) 'Commodities and corruption – How the middle class and democratic institutions lead to less corruption in resource-rich countries', Resources Policy, 58(June), pp. 175–191. doi: 10.1016/j.resourpol.2018.05.003.

Ngatjiheue, C. (2018) 'Namibia's junk status remains', The Namibian, 16 August 2018, p. 1.

Ngwaba, C. A. and Azizi, S. S. (2019) 'Effectiveness of tax reform on entrepreneurship', Journal of Entrepreneurship and Public Policy, 9(1), pp. 94–111. doi: 10.1108/JEPP-07-2019-0060.

Nkubito, D. (2014) 'Rwanda Public Private Dialogue (RDDP) mechanism Status and Development', Available at: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://www.publicprivatedialogue.org/workshop%202014/Public%20Private%20Dialogue%20in%20Rwanda.pdf (Accessed: 20 August 2023).

Noring, L. (2000) 'Public asset corporation: A new vehicle for urban regeneration and infrastructure finance', Cities, 88(January), pp. 125–135. doi: 10.1016/j.cities.2019.01.002.

Nouri, M. and Samimi, A. J. (2011) 'The Impact of monetary policy on economic growth in China', Middle East Journal of Scientific Research, 9(6), pp. 740–743. doi: 10.4156/AISS.vol4.issue16.15.

Oinas, P. (2005) 'Finland: A success story?', European Planning Studies, 13(8), pp. 1227–1244. doi: 10.1080/09654310500336618.

Osei-Kye, R. and Chan, A. (2015) 'Review of studies on the Critical Success Factors for Public-Private Partnership (PPP) projects from 1990 to 2003', International Journal of Project Management, no. 33, pp. 1335-1346. https://doi.org/10.1016/j.ijproman.2015.02.008

Palmberg, C. and Philip, J. (2019) ‘Why Finland’s running circles around us’, The OECD Observer, pp. 47–48 Available at https://oecdobserver.org/news/fullstory.php/aid/6155/Why_Finland_92s_running_circles_around_us.html. (Accessed: 01 June 2020).

Parker, D. and Kirkpatrick, C. (2003) ‘Privatisation in Developing Countries: A Review of the Evidence and the Policy Lessons’, Working Paper Series. Paper No. 55. Manchester: Centre on Regulation and Competition. Available at: http://idpm.man.ac.uk/crc/.

Paulsson, A., Isaksson, K., Sørensen, C. H. Hrelja, R., Rye, T. and Scholten, C. (2018) ‘Collaboration in public transport planning – Why, how and what?’, Research in Transportation Economics. Elsevier, 69(November 2017), pp. 377–385. doi: 10.1016/j.retrec.2018.06.013.

Pongsiri, N. (2002) ‘Regulation and public-private partnerships’, International Journal of Public Sector Management, 15(6–7), pp. 487–495. doi: 10.1108/09513550210439634.

Porter, M. E. and Mccreless, M. (2008) ‘Rwanda: National Economic Transformation Profile of Rwanda’, Harvard Business School. Boston: Harvard Business School, pp. 1–33. doi: 9-706-491.

PPP Knowledge Lab (2020) ‘Namibia: PPP Projects in Infrastructure’, Available at: https://pppknowledgelab.org/countries/namibia (Accessed: 18 July 2020).

Prime, P. B. (2012) ‘Utilizing FDI to Stay Ahead: The Case of Singapore’, Studies in Comparative International Development, 47(2), pp. 139–160. doi: 10.1007/s12116-012-9113-8.

Quélin, B. V., Kivleniece, I. and Lazzarini, S. (2017) ‘Public-Private Collaboration, Hybridity and Social Value: Towards New Theoretical Perspectives’, Journal of Management Studies, 54(6), pp. 763–792. doi: 10.1111/joms.12274.

Ramadass, S. D., Sambasivan, M. and Xavier, J. A. (2017) ‘Critical factors in public sector collaboration in Malaysia’, International Journal of Public Sector Management, 30(5), pp. 487–502. doi: 10.1108/ijpsm-10-2016-0167.

Reić, Z. and Šimić, V. (2011), ‘International Conference Challenges of Europe: Growth and Competitiveness – reversing the trends’, Melbourne Institute - Challenges of Europe: Growth and Competitiveness proceedings of a conference, University of Split, Faculty of Economics Split, pp. 72-94.

Rennie, P. (2007) ‘Explaining the Income Gap: Are Aussies and Kiwis that Different?’, Policy Magazine, 23(4), pp. 33–39.

Roehrich, J., Lewis, M. and George, G. (2014) ‘Are public-private partnership a healthy? A systematic literature review’, Social Science and Medicine, 2014(113), pp. 110-119. https://doi.org/10.1016/j.socscimed.2014.03.037

RPPD (2023) ‘About RPPD Rwanda Public Private Dialogue’, Available at: https://rppd.rw/ (Accessed: 20 August 2023).

Ruiz-Nunez, F., Dinthilac, C. and Wei, Z. (2016) ‘The Economic Impact of Public-Private Partnerships in the Infrastructure Sector: Literature Review’, World Bank Group. Washington DC. Available at: https://www.worldbank.org/en/search?q=economic+impact+of+public+private+partnerships&currentTab=1 (Accessed: 18 July 2019).

Sancino, A., Rees, J. and Schindele, I. (2018) ‘Cross-sector collaboration for public value co-creation: A critical analysis’, Critical Perspectives on International Public Sector Management, 2018(6), pp. 59–73. doi: 10.1108/S2045-794420180000006003.

Saqib, D., Masnoon, M. and Rafique, N. (2013) ‘Impact of foreign direct investment on economic growth of Pakistan’, Advances in Management & Applied Economics, 3(1), 2013, pp. 35-45.

Sautet, F. (2006) ‘Why Have Kiwis Not Become Tigers?’, The Independent Review, X(4), pp. 571–597.

Schutte, N. and Barkhuizen, N. (2014) ‘Factors Affecting Entrepreneurial and Economic Growth: The Namibian Case’, in Schutte, N. (ed.) 26th International Business Research Conference. London, pp. 1–18. Available at: https://wbiworldconpro.com/uploads/london-conference-2014/economics/1396411924_234-Nico.pdf (Accessed: 18 July 2019).

Schwab, K., Sala-i-Martin, X. and Greenhill, R. (2018) ‘The global competitiveness report 2018’, World Economic Forum. Geneva. Available at: https://www.weforum.org/reports/the-global-competitveness-report-2018 (Accessed: 18 July 2019).

Seleteng, M. and Motelle, S. (2015) ‘Sources of Economic Growth in the Southern Africa Development Community’, Economic Research Southern Africa (ERSA), Maseru.

Seleteng, M. and Motelle, S. (2017) 'Sources of Economic Growth in the Southern African Development Community: Its Likely Impact on Poverty and Employment', Review of Economic and Business Studies, 9(2), pp. 211–249. doi: 10.1515/rebs-2016-0042.

Shahbaz, M., Destek, M.A., Okumus I. and Sinha, A. (2019) 'An empirical note on comparison between resource abundance and resource dependence in resource abundant countries', Resources Policy, 60(October 2018), pp. 47–55. doi: 10.1016/j.resourpol.2018.12.002.

Shamundengu, F.M. (2016) 'An investigation of the relationship between trade openness and economic growth in Namibia', University of Namibia, Windhoek, Namibia.

Shannonhouse, L.R.; Barden, S.M. and McDonald, C.P. (2017) 'Mixed Methodology in Group Research: Lessons Learned', The Journal for Specialists in Group Work, 42(1), pp. 87-107. https://doi.org/10.1080/01933922.2016.1264521

Shediac, R., Abouchakra, R. Hammami, M. and Najjar, M.R. (2008) 'Public - Private Partnerships A New Catalyst for Economic Growth', New York. Available at: https://www.strategyand.pwc.com/media/uploads/Public-Private-Partnerships.pdf (Accessed: 18 July 2019).

Sheehan, K. B. and Hoy, M. G. (1999) 'Using e-mail to survey internet users in the United States: Methodology and assessment', Journal of Computer Mediated Communication, 4 (3). https://doi.org/10.1111/j.1083-6101.1999.tb00101.x

Shiimi, I. (2020) 'FY2020 / 21 Budget Statement - Together Defeating COVID-19, Together Thriving Again', pp. 1–25. Available at: www.mof.gov.na (Accessed: 20 June 2020).

Shimada, H. (1996) 'Impact of DFI on the Supply Side of the Singapore Economy: Focusing on Total Factor Productivity', Asean Economic Bulletin, 12(3), pp. 369–379. doi: 10.1355/ae12-3e.

Silva Neto, E., Cruz, C.O., Rodriques, F. and Silva, P. (2016) 'Bibliometric Analysis of PPP and PFI Literature: Overview of 25 Years of Research', Journal of Construction Engineering & Management, 142(10), pp. 1-8. https://doi.org/10.1061/(asce)co.1943-7862.0001163

Siriwardana, M. (2000) 'A general equilibrium explanation of the growth in Singapore's exports: A paradoxical outcome?', Journal of the Asia Pacific Economy, 3(3), pp. 303-335. doi: 10.1080/13547860050175062.

Song, T.K. and Bhaskaran, M. (2015) ‘The role of the state in Singapore: Pragmatism in pursuit of growth’, Singapore Economic Review, 60(3), pp. 1–31. doi: 10.1142/S0217590815500307.

Stanley, T. D., Doucouliagos, C. and Steel, P. (2015) ‘Does ICT Generate Economic Growth? A Meta-Regression Analysis’. SWP 2015/9. Melbourne.

Stein, H. (1994) ‘Theories of institutions and economic reform in Africa’, World Development, 22(12), pp. 1833–1849. doi: 10.1016/0305-750X(94)90177-5.

Steinmann, D. (2009) ‘NWR leased Resorts with Cabinet Blessings’, 26 June 2009 edn, Namibia Economist, Windhoek, Namibia.

Stroud, B. P. (2018) ‘The legatum prosperity index TM’, London. Available at: https://prosperitysite.s3-accelerate.amazonaws.com/2515/4321/8072/2018_Prosperity_Index.pdf (Accessed: 18 July 2019).

Sun, Q., Paswan, A. and Tieslau, M. (2016) ‘Country Resources, Country Image, and Exposits: Country Branding and International Marketing Implication’, Journal of Global Marketing, 29(4), pp. 233–246. https://doi.org/10.1080/08911762.2016.1211782

Tan, C.H. (1992) ‘Public Enterprises and Privatization: The Experience of Singapore’, Annals of Public and Cooperative Economies, 63(1), pp. 119–125. doi: 10.1111/j.1467-8292.1992.tb02081.x.

The World Bank (2019) ‘Private Participation (PPI) in Infrastructure 2019 Annual Report’, Available at: https://ppp.worldbank.org/public-private-partnership/legislation-regulation/framework-assessment/legal-systems/constraints-in-country-laws (Accessed: 18 July 2020).

The World Bank (2022), ‘Data of selected countries by indicators’, Available at: https://databank.worldbank.org/reports.aspx?source=2&series=NY.GDP.TOTL.RT.ZS&country= (Accessed: 17 June 2022 and 18 December 2022).

The World Bank (2024), ‘Definitions of Key Terms’, Available at: https://www.worldbank.org/en/search (Accessed: 18 January 2024).

The World Bank Group (2020) ‘Public Private Dialogue’, Available at: https://www.worldbank.org/en/search?q=Public-Private+Dialogue+for+Specific+Sectors%3A (Accessed: 18 July 2020).

The World Bank Group (2024) 'Public-Private Dialogue for Specific Sectors: Agribusiness' Available at: https://www.worldbank.org/en/search?q=Public-Private+Dialogue+for+Specific+Sectors%3A+Agribusiness&currentTab=1&x=0&y=0 (Accessed: 18 January 2024).

Toh, M. H. and Thangavelu, S. M. (2013) 'An Input – Output Study of the Singapore Information Sector', Economic Systems Research, 25(2), pp. 233–244. https://doi.org/10.1080/09535314.2012.740616

Trading Economics (2023) 'Namibia Government Budget', Available at: https://tradingeconomics.com/namibia/government-budget (Accessed: 17 October 2023).

Transparency International (2018) 'Corruption perceptions', Berlin. Available at: https://www.transparency.org/cpi2018 (Accessed: 18 July 2019).

Uaandja, R. N. (2017) 'Constraints to Implementing Public Private Partnerships in Namibia', University of South Africa (Unpublished Master's Thesis), Midrand, South Africa.

UN Global Compact (2017) 'SGD Industry Matrix', New York. Available at: https://home.kpmg/xx/en/home/about/our-role-in-the-world/citizenship/sdgindustrymatrix.html. (Accessed: 18 July 2019).

Usman, K. (2023) 'The linkages between trade, financial openness, and economic growth in China: an ARDL-bound test approach', Journal of Applied Economics (26)1, pp. 1-27, https://doi.org/10.1080/15140326.2023.2258616.

Vasileiou, K., Barnett, J., Thorpe, S. and Young, T. (2018) 'Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period', BMC Med Res Methodol 18, 148. https://doi.org/10.1186/s12874-018-0594-7.

Von Malmborg, F. (2003) 'Conditions for Regional Public-Private Partnerships for Sustainable Development - Swedish Perspectives', European Environment, 13, pp. 133–149. https://doi.org/10.1002/eet.317

Wang, M. (2009) 'Manufacturing FDI and economic growth: Evidence from Asian economies', Journal of Applied Economic, 41(8), pp. 991–1002. doi: 10.1080/00036840601019059.

Wettenhall, R. (2003) ‘The rhetoric and reality of PPP’, Public Organisation Review: A Global Journal, 10(3), pp. 279–293. doi: 10.1080/13613320701503256.

Winona, A.A. and Nuzula, N.F. (2016) ‘The Relationship between Foreign Portfolio Investment and Foreign Direct Investment on Economic Growth (Study at Indonesia Stock Exchange and Bank of Indonesia Period 2006-2014)’, Journal Administrasi Bisnis, 39(2), pp.44-49.

WorldAtlast (2019) ‘What are natural resources?’, World Atlas. Available at: https://www.worldatlas.com/articles/what-are-natural-resources.html (Accessed: 18 July 2019).

World Population Review (2022) ‘Indicators’, Available at: (https://worldpopulationreview.com/countries/namibia-population), (Accessed: 17 April 2022)

Wright, E. L. and Stratton, J. (2009) ‘Partnership and collaboration’, Economic Development Journal, 8(3), pp. 30–38.

Zoellner, J. and Harris, J.E. (2017) ‘Mixed-Method Research in Nutrition and Dietetics'’ Journal of the Academy of Nutrition and Dietetics, 42(1), pp. 683-697. https://doi.org/10.1016/j.jand.2017.01.018

ANNEXURE A: PARTICIPANT INFORMATION SHEET (LARGE SCALE DATA GATHERING)

31 January 2021

Title: An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Dear Prospective Participant

My name is Rauha Nangula Uaandja and I am doing research under the supervision of Professor Tshehla Makgopa, professor, in the Department of UNISA School of Business Leadership towards a Doctor in Business Leadership at the University of South Africa. We are inviting you to participate in a study entitled: An Integrated Public-Private Collaboration (PPC) Framework to Enhance a Country's Resources: A Case for Namibia.

This study aims to develop an integrated Public-Private Collaboration (PPC) Framework to enhance the country's resources for Namibia.

In particular, the study aims to:

- Determine the allocation of ownership and control of the country's natural resources between the public and the private sectors and the current performance thereof. This will be followed by the determination of complementary resources that are a prerequisite for exploiting and deriving maximum benefit from the country's natural resources and the current ownership thereof. Finally, there will be an evaluation of how complementary resources can be deployed further to enhance value derived from the country's natural resources;
- Establish the extent to which the country has implemented PPPs or PPCs to date, the successes and/or failures thereof and identify gaps that can be exploited for further collaboration between the two sectors; and
- Identify how further collaboration between the public and private sectors can enhance the productivity of the country's resources and lead to better economic performance of the country.

You are being requested to participate because you have been identified as:

- a leader in the public or private sector; or
- an academic or researcher with possible exposure to Public Private Sector Collaboration/Partnerships; or

- a PPP or PPC expert, Lender, and/or Consultant (Legal, Tax, Business, and/or Accounting) with possible exposure to Public Private Sector Collaboration/Partnerships; or
- a leader in the Church, Civil Society, Multilateral Organisations, Trade Unions.
- Your details as a participant were identified through the following:
- For Government Ministries -> Obtain names and contact details of decision-makers in various Government Ministries from the Website of specific Ministries on the Internet;
- Obtain the list of State-Owned Enterprises (SOE) from the Ministry of Public Enterprises website on the Internet;
- *General* -> Use the websites of these various organisations as well as the publicly available telephone directory to obtain contact details of the decision-makers at these entities;
- *For private and other entities* -> Look through the Who's Who in Namibia publication, for high-profile businesses based on sector and industries. Then use that publication as well as the respective website on the internet to identify the names and contacts of the decision makers and specialists.

The study involves the completion of an electronic survey, a copy of which is included below. The survey is expected to be completed within 5 to 10 minutes and you can complete it at your leisure between 15 January to 15 February 2021.

Being in this study is voluntary, with no related cost and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason before the completion of the online survey. However, once you have submitted the electronic survey, withdrawal will not be technically possible.

The benefit of your participation is that you will help us gather sufficient data to determine the models and areas for PPC in Namibia that can help enhance the country's resources. The report will be shared with stakeholders in Namibia and it can help the public and private sectors work closer together in order to solve some of the socio-economic challenges that are currently facing our country.

Except for the anticipated inconvenience of the time, it will take you to complete the survey, there are no other foreseeable anticipated challenges to you for taking part in this study.

Providing your name and/or that of your organisation is voluntary. Should you choose to indicate your name, however, it will not be recorded anywhere, and no one will be able to connect you to the answers you give. Your answers will be given a fictitious code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Your answers may be reviewed by people responsible for making sure that research is done properly, including a transcriber, external coder, and members of the Research Ethics Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

Your anonymous data may be used for other purposes, e.g. research reports, journal articles, conference presentations, etc. In that case, privacy will be maintained through the use of a fictitious code number or a pseudonym. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report.

Hard copies of your answers will be stored by the researcher for a period of 5 years in electronic format for future research or academic purposes; electronic information will be stored on a password-protected computer, dropbox, and Survey Monkey accounts. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. After 5 years, information will be destroyed by deleting the relevant files from the computer and online account.

No payment or reward, financial or otherwise will be made for participation in this survey. There are no foreseeable costs to be incurred by the participant.

This study has received written approval from the Research Ethics Committee of the College of Economic and Management Sciences, Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

If you would like to be informed of the final research findings, please contact Rauha Nangula Uaandja at +264811275818 or nangulandeyapo@gmail.com. The findings are accessible for 5 years.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact Rauha Nangula Uaandja at +264811275818 or nangulandeyapo@gmail.com.

Should you have concerns about the way in which the research has been conducted, you may contact Professor Makgopa Tshehla at email address: tshelmf@unisa.ac.za.

Thank you for taking the time to read this information sheet and for participating in this study.

Thank you.

Rauha Nangula Uaandja

ANNEXURE B: PERSONAL INFORMATION QUESTIONNAIRE AND INTERVIEW SHEET

Name (Optional)	Optional
Gender	Male/Female
Race/Ethnicity	Black/White/Coloured/Other
Citizenship Status	Namibian/Permanent Resident/Domicile/Work Permit/Work Visa
Name of Organisation	Optional
Sector/Role	Public/Private/Academia/Lender/Multilateral/Consultant/PPC Expert

ANNEXURE C: PRIMARY LARGE SCALE DATA GATHERING QUESTIONNAIRE

Subject:	Large Scale Data Gathering Questionnaire
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Note: Questions 1 to 6 relate to gathering information about the demographics of respondents

Question	**Objectives/Research Questions**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
7. To what extent do you believe the private sector is the one with control of a significant share of Namibian resources? Ranking 1 to 7	X	X				
8. To what extent do you believe the public sector is the one with control of significant Namibian resources? Ranking 1 to 7	X	X				
9. How would you rate the alignment of ownership of Namibian resources to the ownership of complementary resources that can enhance their performance? Ranking 1 to 7	X	X				
10. To what extent can PPC benefit the economic success of Namibia? Ranking 1 to 7					X	X
11. To what extent does the private sector support government in solving the socio-economic challenges facing the country? Ranking 1 to 7			X	X		

Question	Objectives/Research Questions					
	RO1	RQ1	RO2	RQ2	RO3	RQ3
12. To what extent is the government playing or collaborative rather than competing role with the private sector in Namibia? Ranking 1 to 7			X	X		
13. In cases where the government has been in involved business, how would you rate its performance? Ranking 1 to 7					X	X
14. To what extent do the Public and Private sector players consider other stakeholders in collaboration? Ranking 1 to 7			X	X		
15. To what extent would you entrust the ownership of Namibian resources to the Private Sector, in order to increase their financial performance? Ranking 1 to 7					X	X
16. To what extent would you entrust the ownership of Namibian resources to the Public Sector, in order to increase their financial performance? Ranking 1 to 7					X	X
17. To what extent would you entrust the ownership of Namibian resources to a Public and Private sector owned entity, in order to increase their financial performance? Ranking 1 to 7					X	X
18. To what extent would you entrust the ownership of Namibian resources to the Private Sector, in order to increase their socio-economic impact? Ranking 1 to 7					X	X
19. To what extent would you entrust the ownership of Namibian resources to the Public Sector, in order to increase their socio-economic impact? Ranking 1 to 7					X	X
20. To what extent would you entrust the ownership of Namibian resources to a Public and Private sector owned entity, in order to increase their socio-economic impact? Ranking 1 to 7					X	X

ANNEXURE D: SECONDARY DATA GATHERING QUESTIONNAIRE (COMPANIES)

Subject:	Secondary Data Gathering Questionnaire (Information about Companies operating in Namibia)
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Question	**Objectives/Research Questions**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
1. Total Tangible Non-Current Assets owned by organisations	X	X				
2. Total Assets owned/Controlled by the Entity	X	X				
3. Total Property, Plant and Equipment owned/controlled by the Entity	X	X				
4. Intangible Assets owned (goodwill, trademarks, patents)	X	X				
5. Capital Invested	X	X				
6. Number of Employees	X	X				
7. Ownership of Organisation (Private/Public or both)			X	X	X	X

Question	Objectives/Research Questions					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
8. Financial Ratios (ROE, ROA, Profitability)			X	X	X	X
9. Asset Ratios e.g. intangible assets as a percentage of total assets					X	X

ANNEXURE E: SECONDAY DATA GATHERING QUESTIONNIARE (COUNTRIES)

Subject:	Secondary Data Gathering Questionnaire (Information about Selected Countries)
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Question	**Objectives/Research Question**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
1. Indicators of country performance e.g. GDP, Economic Performance Index, etc.					X	X
2. Indicators of Economic Sector performance e.g. Agriculture, Minerals, Services, etc.					X	X
3. Trade Performance Indicators					X	X
4. Indicators of Private Sector Participation	X	X	X	X		

ANNEXURE F: QUESTIONNAIRE WITH PUBLIC SECTOR LEADERS

Subject:	Questionnaire: Interview with Public Sector Leaders)
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Question	**Objectives/Research Questions**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
1. When comparing the Public and Private sectors in Namibia who has control over the Namibian resources and to what extent are they investing in complementary resources that can extract value from them?	X	X				
2. In cases where the government has been involved in business, what in your view have been their successes and/or failures?					X	X
3. What PPP or PPC initiatives have you been involved with? What have been some of the factors that signified the performance (successes or failures) of these projects?			X	X		
4. In terms of ownership, which organisations would you entrust to control the Namibian resources why? Public, Private, or Dual owned?					X	X
5. In your view, how would Namibia benefit from further collaboration between the public and the private sectors?					X	X
6. Some people say the public sector is crowding out Private Sector investments in business.			X	X		

Question	Objectives/Research Questions					
	RO1	RQ1	RO2	RQ2	RO3	RQ3
What do you think about this and how do you rate the public sector's involvement in business in Namibia especially when compared to other countries?						

ANNEXURE G: QUESTIONNAIRE WITH PRIVATE SECTOR LEADESR

Subject:	Questionnaire: Interview with Private Sector Leaders
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Question	**Objectives/Research Questions**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
1. When comparing the public and private sectors in Namibia who has control over the Namibian resources and to what extent are they investing in complementary resources that can extract value from them?	X	X				
2. In cases where the government has been involved in business, what in your view have been their successes and/or failures?					X	X
3. 3. What PPP or PPC initiatives have you been involved with? What have been some of the factors that signified the performance (successes or failures) of these projects?			X	X		
4. In terms of ownership, which organisations would you entrust to control the Namibian resources why? Public, Private, or Dual owned?					X	X
5. In your view, how would Namibia benefit from further collaboration between the public and the private sectors?					X	X

Question	Objectives/Research Questions					
	RO1	RQ1	RO2	RQ2	RO3	RQ3
6. Some people say that Namibia's private sector is comfortable and cosy and is not doing much to support the government in solving the socio-economic challenges that the country faces. What do you think about this and how do you rate Namibia's Private sector's role in this regard especially when compared to other countries?			X	X		

ANNEXURE H: QUESTIONNAIRE WITH OTHER STAKEHOLDERS

Subject:	Questionnaire: Interview with Other Stakeholders (Church/Civil Society/Trade Unions/Multilateral Organisations)
Researcher:	Rauha Nangula Uaandja
Purpose:	Study: Doctorate in Business Leadership
Title:	An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia

Question	**Objectives/Research Questions**					
	RO1	**RQ1**	**RO2**	**RQ2**	**RO3**	**RQ3**
1. When comparing the Public and Private sectors in Namibia who has control over the Namibian resources and to what extent are they investing in complementary resources that can extract value from them?	X	X				
2. In cases where the government has been involved in business, what in your view have been their successes and/or failures?					X	X
3. What PPP or PPC initiatives have you been involved with? What have been some of the factors that signified the performance (successes or failures) of these projects?			X	X		
4. In terms of ownership, which organisations would you entrust to control the Namibian resources why? Public, Private, or Dual owned?					X	X
5. In your view, how would Namibia benefit from further collaboration between the public and the private sectors?					X	X

Question	Objectives/Research Questions					
	RO1	RQ1	RO2	RQ2	RO3	RQ3
6. What should leaders in the public and private sectors consider and/or do in order to enhance collaboration between the two sectors?			X	X		

ANNEXURE I: INTERVIEW TRANSCRIPT:PRIVATE SECTOR PARTICIPANTS

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
13509760947	The government has control and needs to take ownership of ensuring beneficiation	Government should not be focused on business but instead create an enabling environment for businesses to thrive. They have a better ability to ensure for diversified skills, mass employment and greater success of business growth. Government has not been successful in any of these factors.	n/a	Private	Infrastructure development	Doing the best, they can. Private sector is stifled for maximum growth and instead they spend most of their time cleaning up government's unmet social contracts. The government needs to better to allow business to thrive. The policies are restrictive and lynching on profits.
13448839764	I do not have the statistics	Total failure. The history speak for itself. Government must ensure a secure investment environment, for private investors. The private sector/ entrepreneurs will do the rest. Simple as that	None. I only speak as a small business owner. It is very difficult to start your own business. Too much rompslomp. You have to submit a lot of paperwork. It	private	Government must provide a good investment environment, develop project, give it to sole private sector to manage. If this happened, Namibia could be self-sustainable.	Currently private sector does not trust Gov. Because they do not listen to us. Or they listen ,but follow their own why, and they fail, because they do not listen to experience private sector. Over the years private sector getting discourage, we try but nobody listens. One example. Look at the sheep industry, it takes 15 years and nearly destroyed. There are

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
			takes ages.Gov people not efficient. It must take 2 weeks not 6 months. Just this as an investor. I look at 5 different countries to invest from outside. Which country will he chose. The one that ease business. We lose thousands of investors due to this. I have spoken to some of them.			many examples. Together we can win, we have the people, but only if the correct people will be in charge of any project.NO political appointments/brothers
12927282694		Mismanagement, corruption and no accountability - (Failures) No significant continuous successes worth mentioning, as the little success here and there has been	Not applicable.	Dual owned for better commercial management and accountability.	This would enable fair distribution of natural resources so that not only certain few benefits from what's meant for all.	Indeed, the private is not doing much or enough in assisting government with socio-economic challenges. There are no effective and on-going PPC engagements in place to address the shortcomings on both side and sitting around the table to

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
		overshadowed by the continuous failures mentioned above.				find inclusive solution for both sectors and the economy.
12895085285	Private	Government should not be involved in business but provide regulatory environment	None	Dual owned	trusting the private sector is crucial	Not sure if the narrative is accurate
12883321708	In my opinion, the public sector has control over resources, however, are not maximising the value that we can extract from them and are certainly not investing in complementary resources. It is my opinion that the public sector "auctions" the access to the resources to the highest bidder without appropriately reviewing the extent of	The main reason for failure is a lack of accountability within the public sector. One would argue that even the basics of financial viability in businesses owned and managed by the public sector are not complied with. The only successful business model that I have seen is MTC where in the State owned a majority,	N/A	Dual-owned to ensure that all relevant stakeholders remain a priority for the business and that the business in viable over the long term.	Further collaboration could result in more sustainable businesses and businesses the maximum value is generated in Namibia and benefits Namibians. In an ideal world, collaboration could lead to resources being managed and exploited by social enterprises. It is necessary that the owners / investors are rewarded with high	I will agree with this statement by only 20%. The issue being that large corporates seemingly do much to contribute to socio-economic challenges, however they seem to have their own initiatives apart from Government. If I were in a position to make that decision, I would make the same decision as I personally do not trust the Government to manage funds. My reason being that the Government and its entities do not do a good job of accounting for funds that it collects, which

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	value derived from them.	however experts established and ran the corporation.			returns to compensate them for the risks that they took in establishing the business. However, business should be about more than just profits as it will be run by people, within communities and it is only right that those communities benefit from the presence of the business as well.	ties back to a lack of accountability and transparency. My reservation with Private sector is on the question of whether or not they are doing enough and even on whether or not it is their jobs, seeing that we have such high taxes in Namibia and donations are subject to income taxes, which reads like a penalty for donating funds. Personally, I think that all businesses have a part to play in the socio-economic well-being of their community, however the rate of taxes, lack of accountability and the sole decision-making process of Government without consulting the Private sector sends counter-intuitive messages to the Private sector.
12882175870	Public sector but the sector minimally invests in the extraction of the resources.	Success - attempt to achieve benefits for all the citizens, e.g. by promoting involvement of communities, vulnerable, women etc. Security of	None	The ownership should remain with government as a trustee for the citizens. The	Private sector can contribute capital investments and expertise to unlock the potential of Namibia's resources. The private sector is often more efficient and	Socio-economic challenges will only be solved if citizens are empowered to control their own lives through employment and reliable social services. To a largest extent, the socio-economic situation is exacerbated by corruption,

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
		employment. Regulation of costs to support affordability especially with regards to service provision. Failures - creation of monopoly which does not promote innovation and often leads to inefficiency such as in the case of many SOEs. Also, greater risks for corruption		resources belong to the Namibians. The role of the private sector should be to develop and manage the resources for the benefits of both sectors.	accountable than the public sector. PPP should offer promising models for development. Transparency and accountability are however important.	inefficiencies in public sector. The private sector can create sustainable employment, contribute to skills development and social upliftment of the vulnerable. I agree that there is scope to strengthen the private sector but would not agree that they are not doing enough.
12878794069	Public sector, very little investment	ineffective management, unproductive	not applicable	Dual owned, to keep check and balances.	Government will have to allow private enterprise to play a more significant role in utilizing resources and to grow the economy at a next level.	Government will have to allow private enterprise to be more active and to be able to expand business where government failed. this will help private sector to generate more to help enhance socio-economic associated problems.
12878440078	I would say Namibian resources are mostly in the hands of public sector, at least as gate keepers. Private sector is in charge of entrepreneurship	Unfortunately, largely failures, e.g. NWR where government completes with Private sector. Government should	Collaborations that have worked is where regulator creates the environment and private	Government should create environment for private sector to thrive.	As set out above. Public sector must create environment and stop competing with private sector	There is some truth in this. We need a national brand or drive for nation building which must be a collaboration between private and public and should be non-political. there is a lot of

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	(maybe not a resource) and investing in complementary resources that can extract value is a matter of economic fundamentals and investment environment (e.g. incentives).	only be involved in business which private sector cannot deliver. Government "owns" 32% of all private sector business via tax. Failures because of lack of accountability and incentives e.g. entrepreneurship.	sector adds value through creativity.	National resources that must be nationally owned should be managed through transparency and by people with a good reputation in Namibia		goodwill in our nation, but it is not well managed or lead.
12877622338	I read the question to be whether there is a difference between the private and public sectors in terms of investing in activities that would increase the value addition to the local resource they are using. My impression (I have little stats to base this on) is that the private sector is ahead of Govt with such investments (fish factories and tourism,	Where Govt has done 'good' as an investor/owner it would only be because they have had a monopoly or protected situation. Ref MTC as an example where the revenue is good but the operation is suboptimal from the national perspective. With more open regulations and less protection the mobile	Not Applicable	Natural resources: Private sector majority in partnership with minority Govt participation. However; depending a lot on the control and regulatory authority for	All successful economies in the world are open. The Namibian economy has become increasingly closed. Reducing Govt participation in the economy at the same time as opening the borders for private sector participation would increase the skills level, access to scarce financial and institutional resources,	The statement is probably correct; the private sector appears quite lax about these things. However, the taxation level is high for many struggling companies. The perception is that Govt's use of the same tax revenue is very inefficient. And still Govt expects the private sector to contribute more while Govt is not a good householder of the financial resources. Govt is also seen to blame the private (white) sector for a lot of shortcomings. A more inspirational and productive

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	as examples). Possibly a good idea to distinguish further between local and foreign private sector. One paradox is that for many natural resource sectors the CAPEX level is beyond the local private sector, while Govt does not have the competence/capacity. Ref the energy sector, where CAPEX thresholds are v high and foreign companies/investments often required. Govt could help by being better at providing guarantees and various support instruments.	services in Namibia would have been more, better and cheaper. Govt failures probably caused by 1) the decision to get involved was politically motivated and not based on a business analysis (Air Namibia overseas flights), (2) lack of understanding of that business' markets & requirements (tourism and health) (3) lack of commercial thinking and incentives in the organisation		that particular sector. With e.g. the competent ECB there is no need for an SOE to dominate the national electricity sector. NAMCOR as a carried 10 % partner in exploration licenses is a v good example of a good dual ownership.	foreign markets. Namibia's tiny economy is too small for any large-scale business not dependent on local natural resources. Only through international cooperation and integration can Namibia grow substantially. Government's role mainly to be regulatory and as an incentive provider - in the positive sense.	approach from Govt's side would help the cause
12877266657	The private sector. I believe that they invest in accordance with their agreed work program and budget with government. This should be done 100%	Unfortunately, mostly failures. Example Ongopolo.	Lack of commitment by government players.	Dual, but I would choose the right individuals, especially from the government'	It is the only way if we want an efficient economy.	Yes, it is not doing much. It could be much better. However, having said that, one of the private sector's arguments is that they pay taxes and royalties. What is done with what they pay is up to the Government. There is a lot of opportunity when it

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	otherwise they lose their license.			s side. I would also give them incentives to motivate them. Among them bonuses as done in the private sector, etc.		comes to the private sector in helping government with social community challenges. My experience is that 90% of the private sector companies are often not willing to share their profits in solving economic challenges within Namibia. That why legislations/programs/initiatives such as Harambee, NIPA, NEEEF, etc are important and should be properly managed by people from government who understand their specific industry sector well.

ANNEXURE J: INTERVIEW TRANSCRIPT: PUBLIC SECTOR PARTICIPANTS

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
13508010337	To date public sector has control over the resources, however not much investment is done by public sector in these resources to extract value from them.	Success in terms of Government Business could be attributed to the fact that there is access to financial resources is form of bailout. Failures are mostly as a result of poor governance, lack of articulated business models, lack of administrative leadership, lack of proper markets, government are not run on proper business principles	None at the moment. But since the enacting of PPP law and activation of PPP directorate, no successful PPP has ever been implemented. And lack of implementation of PPP projects by Government signifies failures in Government system	I propose a Dual approach - as it allows both public and private sector owning resources. Public sector - because they have social and constitutional role to safeguard natural resources and thus, they should still need to have control over the resources. Private sector should be allowed to control so as to extract value and create employment.	Further collaboration between public and private sector would benefit Namibia in terms of economic growth that will result in employment creation.	Public sector role should be to create a good business enabling environment that will allow private sector to operate in. At the moment in Namibia, it looks like both private and public sector are involved in business and thus creating some element of competition. One would view the public sector been a player and referee at the same time.
13507954354	Private has capitals and spare financing capacity to invest in resources such as mining, fishing, etc. Value addition unfortunately low - diamond beneficiation stronger	It is a mixed outcome. Some areas were success and other not. Governments best at establishing enabling environment and let the private sector run businesses. However, it could be necessary	PPP initiatives covered many frontiers, ranging from physical assets to soft issues and services provision. At this stage nothing	The Namibian economy ought to be led by the private sector. Government however needs to have some stake, minority stake, in some key and limited strategic resources	Private sector has great ideas, innovate faster and efficient processes, good overall in running businesses. Government lagging behind also move towards digitization.	Not necessarily. Small country like Namibia, government is key to facilitate and start some initiatives as the private sector is small and lack financial resources and importantly, too

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
		in some instances, for strategic industries, for the government to take a lead at initial phase but with a clear exit strategy.	much came to fruition. Concept pretty new in country and bogged down by capacity constraints, lack of understanding for legal framework and confusion with procurement Act, and tough financial and economic situation.	but not necessary running the businesses and not discouraging private investments. The country is faced with social challenges such as poverty and high-income disparity and the stake will enable government to fight those social ills better.	Government stands to benefit a lot and improve.	dependent on government also for their survival. This is evident when government reduces its spending in the economy the private not able to drive significant activities and generally economy contracts. Private sector needs to be nurtured, especially MSMSs with potential and grow to increase role and share of GDP. Government has a lot to do in terms of facilitation of trade, secure market access and remove all regulatory or related constraints.
13507753147	It depends on what is meant by the country's resources. Resources is a broad term which can include natural resource endowment,	It has been mixed. There are success stories such as MTC, partnership with De Beers and there are	I have not been directly involved in any PPP projects.	Again, this depends on what is meant by Namibian resources. I believe natural resources should be controlled by the state	Better standardized contracts between the public and private sector.	I have not done a detailed country comparison of public vs private investments. Nonetheless, I do not

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	human capital, financial resources etc.	also failures such as Air Namibia.		as a trustee for all citizens and the private can play a role in the exploitation of such resource but based on a tight contract with the state.		believe the Namibian government is more involved in private business than its counterparts in say South Africa or Botswana. I think the size of the private sector in Namibia is small and has been largely risk averse, expressing interest in only highly profitable ventures.
13506351380	Both Sectors have control. Private sector to a great extent the few resources that they have control over. The public sector does invest to a great extent having majority control.	Failures - no follow-up, completion, or finalizing of the project nor proper research is done before starting or allocating the projects.	N/A	Definitely dual. They can learn from each other. To be honest none of them knows it all and is 100% perfect.	Namibia will benefit a great deal, less corruption, more ethical companies, and employees will actually start doing their jobs because Managers will perform their duties to manage staff members and make sure that they do their job properly.	Public sector investment is for individual enrichment and not for the people of Namibia, enabling jobs and contributing to the welfare of the country. I will rate Public sector involvement in business low.
13496833557	Private sector controls the resources, with	Government should not partake in	Impact projects where private	Resources should be dual held to ensure	This is deeply needed to ensure we	Public sector needs to understand the role of

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
	public service holistically supporting the masses. Private sectors invest in income generating vehicles while public service must ensure it is accessible for all, this in turn affects the efficiency and allocation of resources.	business. Namibia requires a private sector lead economy, with government providing the enabling environment.	sector have the capital and public sector the reach. It needs to be mutually beneficial as private sector require a return on investment vs. public sector that wants to reach far and wide.	profitability and at the same time fairness for all citizens. Private sector will always have a profit motive.	collectively transform the landscape of our Namibia. H.E says and I quote, 'Prosperity not shared is not sustainable'.	fostering an enabling environment. A private sector lead economy is what Namibia needs. Private sector has a role of creating job opportunities, and the role of government is to support the continued growth of private sector.
13447301660	Private sector. all extractive activities are geared at exporting the raw material with no value addition locally.	it is a mix bag. there are natural monopolies such as water and related bulk services only publicly owned entities can provide without minimal cost recovery. In the energy sector Nampower has been a success. MTC, NAC, are some examples of successful public entities whilst many are struggling.	At NBC we often used local content that is produced by third parties. That is the only sustainable model for the broadcast sector.	Dual ownership works since the private operators can inject the necessary entrepreneurial energy whilst the state guarantees adherence to the imperatives of the public good.	It is a symbiotic relationship that cannot be broken. In Namibia the private sector is relatively small and ineffective in creating significant opportunities and growth by itself. A classic case is with the consolidation efforts of the state since 2015 resulting in a reduction in public sector contracts the entire economy slowed down. of course, there are other	Constitutionally we are a mixed economy thus rendering the question superfluous. However, no economy anywhere in the world is strictly private sector driven with no public sector role. If the subprime crisis or the bailing out of the automobile industry in the USA is anything to go by in the doyen of capitalism it clearly shows that the relationship will always be symbiotic.

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
					intervening external factors such as drought and commodity price slump but with very few public construction projects the private sector was never able to fill the gap in growing the economy.	Namibian private sector is small (and largely branches of predominantly South African multinationals) thus unable to provide all the goods and services required in the local economy.
12963723528	Both sectors have control. Private sector is investing for value extraction while public sector has no foresight but is carrying on business without any calculated steps to get value.	Government needs qualified people to run business and remunerate them adequately. The failure has been in using middlemen to do the business while business managers in Government entrusted to oversee the businesses are clueless and not exposed.	Not comfortable to disclose.	Dual owned provided Government brings further properly qualified and experienced people to run them.	Public sector can benefit through skills transfer. However, this requires properly monitored under-study programmes.	I do not think public sector is crowding out private sector. Public sector's involvement must strictly only be through professional run organisations. There must be enough room for all based on market performance.
12896235332	private sector to some extent	only failures	PPP still to be realised	dual; for the benefit of citizens	there are only benefits in collaboration, efficiency from private sector, people centred development	there is no evidence of crowding out, but a hell of inefficiencies

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
					from government. private is not always that they don't have people's interest	in public companies, no accountability
12895614897	Public sector Extent: 75%	Success: Government create enabling environment (Good Policies and regulations). Failures: Review on the impacts of the Policies and regulations.	None	Dual owned, Cross-sector collaboration can improve systems outcome, because each sector has strengths and weaknesses.	- Public and private sector need to strengthen their collaborative efforts, through exchanging, and sharing knowledge, experiences, know - how and expertise. This will bring a broader set of skills and talents and a more responsive work culture along with innovative thinking and creativity. Maintain effective communication through media for individuals to understand how cross sector collaboration influences one's life.	This to me is a perception. So benchmarking research need to be conducted to prove the reality on the ground.

Respondent ID	Q1	Q2	Q3	Q4	Q5	Q6
12880805930	Public sector with limited ancillary value creation.	Where activities are leveraged (e.g. NWR resorts in premier public-sector game reserves), limited value is extracted.	Renewable energy. Success was due to a clear risk sharing framework that was contractually arranged.	This depends on the sector. In most cases, private ownership, governed by market-forces is preferred. Where a critical service, e.g. water, is provided there should be public (or majority public ownership). There are limited benefits for the public sector owning tourism establishments, filling stations, construction companies etc where there are significant private sector players who are managing such resources successfully.	The public sector should license resources that are best managed by private sector to private players and rather benefit from royalties or licenses fees than being involved in direct management and ownership.	I agree, please refer to some of my comments above. The public sector should concentrate on areas where there is market failure or where the private sector would avoid extending the service to all constituencies.
12877159752	Government	Successful	None	Dual owned of some resources	employment creation and economic growth	Minimal

ANNEXURE K: INTERVIEW TRANSCRIPTS: OTHER STAKEHOLDER PARTICIPANTS

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
12908737408	I think Government currently has the most control over the vast majority of resources and they are not investing enough in complimentary resources.	I struggle to think of success stories where government is involved in business.	Various training partnerships, in which the private sector does all the work and government lends their permission.	Dual owned and privately managed within a good governance structure.	Dual (public and privately) owned and privately managed (within a good governance structure) businesses can greatly benefit the country and unlock massive potential.	Government needs a change of mindset and realize that 100% ownership and management is not necessary to control something, and that successful co-owned business leads not only to dividends, but tax income as well. The private sector needs a change of mindset and focus not only on monetary gain. Both should work together to make legislation and policies to make win partnerships more common.

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
12898533917	Depends probably on what resources we speak of. I guess investment in complementary resources is rather low.	MTC probably a success, although some argue that more could have been achieved; Air Namibia one example of failure.		Again, depending on the sector. Infrastructure should be dual owned, while e.g. tourism should be privately controlled. The more sovereign tasks are involved the more control should the state have.	I think both sectors have their logic, how they approach things. So, to understand the other sector's logic and to distinguish between areas that can benefit from change and those who cannot, might be helpful.	Putting oneself in the other leader's situation might help collaboration
12895391156	The Government has control over natural resources and issues rights, licenses and permits for the use of the resources, while private sector businesses and or PEs exploit the resources. Private businesses usually focus on their core business and are not involved in upstream or downstream activities.	Most Public Enterprises competing with the private sector (fisheries, tourism, construction, green schemes, transport) are repeatedly reliant on bail outs, while the private sector makes profits. Public enterprises operating as monopolies have been successful in the sense that they are providing reliable services (water, electricity), except railway transport.	Does not apply.	It needs both: The public sector needs to set and enforce the framework to ensure a sustainable use of resources that benefits the whole population (through tax payments, license fees, etc.), while the private sector is usually in a better position to make efficient use of the resources within the set framework and hence ensures that the	A conducive, supporting environment set by the public sector will enable smooth private sector operations, investment and job creation. In order to ensure that the public sector creates a supporting environment and to ensure that the private sector can to the extent possible align its strategies to public sectors goals	Agree on a platform for regular consultations at the highest levels, be open and honest to create trust, and acknowledge that neither side has all the wisdom and solutions to solve the challenges and exploit the opportunities. Both parties will reap synergies from closer

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
		There are many reasons for failures ranging from political interferences to mismanagement and corruption.		population will eventually benefit.	and objectives, regular, structured consultations are necessary.	consultations and cooperation.
12895345929	Very select few have control over the resources of the country. It does not always appear that they are investing for the betterment of the country	In my view government has been ineffective. The success has been in crafting policy documents that can guide processes. The failure has been in implementing such policies and holding others accountable for such implementation.	none	At this point it might be best to try privatisation because public enterprises have not been as effective	The hope would be that the private/public collaboration depending on the structure would enable more qualified people and accountability of resources	Accountability. There is either a lack of accountability or a perceived of such.
12894639443	Government has control over the country's resources. How Government manages these resources 30 years after independence is pathetic in my view. The country is experiencing foreign national benefiting from land and other	None so far that is worth noting.	None	Dual owned. Combined efforts required to bring every sector around the table.	Firstly, the Government should be serious with its mandate. Government should be seen to represent the Namibian citizens and protect its resources instead of self-interest or self-serving. This will enhance further	Public sector requires capable, disciplined, strong/firm, serious, respectful, visionary and ethical leaders to take charge of public resources. Seen from the angle of the

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
	resources while some Namibian people are drowning in poverty. In the meantime, the youth seem to be losing hope in a brighter future.				collaborations for the benefit of the country.	private sector, this will create a conducive atmosphere which is needed for mutual collaborations for the benefit of the country.
12891482530	in my opinion the public sector is mainly in control of natural resources, investment minimal	success has been employment creation but the failure to operate successfully, profitably, and sustainably outweigh the limited success	Namdeb (De Beers/GRN JV) - generally successful in all respects. Seacope (Seaflower/CopemarJ V) largely unsuccessful as a result of Seaflower not honouring its contractual obligations	Dual owned to ensure protection of exploitation by private sector to the detriment of the nation	by responsibly and sustainably utilising natural resources for the benefit of the nation	transparent agreements with effective oversight
12889648925	a) As articulated in the 5th series of Namibia's National Development Plan (NDP5) towards achieving vision 2030, a structural transformation is desired to diversify the Namibian economy from	a) With government involvement in business, success more often have hinged on institution-autonomy, whereby, operations are run by specialized and skilled manpower and government focusing on regulatory framework, and the	Some success factors considered in the Triple-P model includes, and not limited to 1. Creating and enabling success through effective governance by clearly defining stakeholder	In terms of entrusting control over national resources to achieve success, it is merely a question of leadership and good governance. Other things being equal, all else falls into place when the Public and Private	a) Cross-sector collaboration is the future in todays' global environment. In the era of the "knowledge economy" the Triple-P approach enables collaboration that help to tap and bring	1. Create effective governance by clearly defining stakeholder roles and responsibility. 2. The leadership should consider that, with corporative

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
	overdependence on primary industries towards a greater contribution of secondary and tertiary industries to GDP. To that end, resources are to date predominantly state-owned and controlled. b) Government has made concerted efforts through policy framework such as the NDP5 to fast-track modernizing and industrializing the major sectors of agriculture, fisheries, manufacturing, mining, tourism, infrastructure and skills development with a strategic outlook of positioning Namibia as a logistic hub in the context of SADC, and indeed Africa, considering the	promotion of effective and good governance and creating an enabling environment. b) Striking the right balance between empowering sectors and maintaining quality in leadership had remained a big challenge, as far as corporate governance is concerned, a classic example was that of board appointments at state owned institutions, where members served on multiple boards, which compounded into failures in a series of state-owned institutions.	roles and responsibility. 2. Strike the right balance between empowering sectors and maintaining quality. 3. Creating Triple-P cartelizes and ensuring consistency across sectors. 4. Always conduct thorough needs assessment analysis.	sector work in tandem.	a broader set of skills and expertise, exchanging and sharing of knowledge. -In addition, cross-sector collaboration can be a catalyst for innovation. Whereas innovation plays a vital role in the private sector in terms of competitiveness, it is a factor that is gaining momentum in transforming Namibia's service deliverables. Public Private Partnership can be used and applied as a tool to galvanising resources and promote efficiency and effectiveness on deliverables.	agreements such as the Triple-P, knowledge can be transformed into a competitive advantage. 3. The leaders should understand that effective cross sectors collaboration can facilitate the development of innovation and economic upturn. This has been evident in addressing the economic impact of the Covid-19 pandemic.

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
	recently implemented African Continental Free Trade Agreement. Albeit Namibia is well on course to realise the full benefits of the concerted efforts to enhance the country's value chain.					
12879965243	Private sector. Yes, the do invest	failure to secure all Namibian to have basic life supported	Never been involved.	Dual owned	Good collaboration without corruption	Seat around table and resolve problems amicably without any political power abuse. Do it for Namibian now and next generation
12877825255	A few powerful individuals in private sector in cohort with powerful politicians control the Namibian resources. They are investing in complementally resources at a very minimal if at all.	I don't see any success but failure everywhere. Government is not using its power to ensure that its businesses benefit the ordinally Namibian in the street. For example, in the mining industry, government is a mere participant without any	I have never been a direct participant in PPP/PPC as such, but I have been an important stakeholder in some PPP project related to land development. While these projects are successful in achieving the project deliverables, in many	Public should be entrusted to control the Namibian resources for proper management and preservation of the Namibian resources for the future generation. If the Namibian resources were to be left in the	Given that the private sector has an abundance of financial muscles, government will benefit from cash and capital injection in projects, provided that such collaboration is	Leaders in the public and private sector should consider prioritising long-term benefit than quick financial return. Public sector should concern themselves with

Respondent	Q1	Q2	Q3	Q4	Q5	Q6
		impact. Despite all the power and resources at its disposal, government is outmuscled by the private investors.	cases the intended beneficiaries are not benefiting at all, partly due to escalated cost associated with the use of to many middlemen.	private sector, it would not benefit the populace but rather few powerful individual as it is already the case.	beneficial to the Namibian people.	resources sustainability and public benefit.
12877750266	To less in new technology and new innovation eco system	To old governance models and no effective regulations in place	non	all three - given robust policy, new evaluation = impact criteria for payment and new collaboration policy	This is a MUST and we have to work together if we want to create trust in society. We need to see the difference between private (money and profit is the purpose, and the service is the mean) and government (public service is the purpose and money is the mean)	Define a new "in-between space" leadership policy based upon the understanding of my answer to question 5 - see above

ANNEXURE L: ETHICAL CLEARANCE CERTIFICATE

University of South Africa PO Box 392, Unisa 0003, South Africa
Cnr Janadel and Alexandra Avenues Midrand 1685, Tel +27 11 652 0000 Fax +27 11 652 0299
E-mail sbl@unisa.ac.za Website www.unisa.ac.za/sbl

SCHOOL OF BUSINESS LEADERSHIP
RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

08 December 2020

Ref #: 2020_SBL_DBL_032_FA
Name of applicant: Mrs RN Uaandja
Student #: 67120199

Dear Mrs Uaandja

Decision: Ethics Approval

Student: Mrs RN Uaandja, (nangulanelulu.uaandja@nipdb.com, +264811275818)

Supervisor: Prof M Tshehla, (tshehlmf@unisa.ac.za, 011 652 0223)

Project Title: An integrated Public-Private Collaboration (PPC) Framework to enhance a country's resources: A Case for Namibia.

Qualification: Doctor of Business Leadership (DBL)

Expiry Date: January 2023

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics.

Outcome of the SBL Research Committee:
Approval is granted for the duration of the Project

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on the 08/12/2020.

The proposed research may now commence with the proviso that:

1) The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached
2) The researcher/s will ensure that the research project adheres to the values and

45 Building leaders who go beyond

SBL GRADUATE SCHOOL OF BUSINESS LEADERSHIP UNISA

University of South Africa, PO Box 392, Unisa, 0003, South Africa
Cnr Janadel and Alexandra Avenues, Midrand, 1685, Tel: +27 11 652 0000, Fax: +27 11 652 0299
E-mail: sbl@unisa.ac.za Website: www.unisa.ac.za/sbl

principles expressed in the UNISA Policy on Research Ethics.

3) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the SBL Research Ethics Review Committee.
4) An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,

Prof R Ramphal

Chairperson: SBL Research Ethics Committee

011 – 652 0363 or ramphrr@unisa.ac.za

Prof P Msweli

Executive Dean: Graduate School of Business Leadership

011- 652 0256/mswelp@unisa.ac.za

45 years Building leaders who go beyond

SBL GRADUATE SCHOOL OF BUSINESS LEADERSHIP UNISA

ANNEXURE M: LANGUAGE EDITING CERTIFICATE

HAUTEMO ALETTA MWENENI
P O Box 27001
Windhoek
Tel: +26461-2072456 (W)
Cell: +26481-2338389
Email: alettanghelo@gmail.com

12 January 2023

TO WHOM IT MAY CONCERN

This letter confirms that the Thesis titled:

AN INTEGRATED PUBLIC-PRIVATE COLLABORATION (PPC) FRAMEWORK TO ENHANCE A COUNTRY'S RESOURCES: A CASE FOR NAMIBIA submitted in partial fulfillment of the requirements for the degree of **DOCTOR IN BUSINESS LEADERSHIP** at the **GRADUATE SCHOOL OF BUSINESS LEADERSHIP** of **UNIVERSITY OF SOUTH AFRICA** by **RAUHA NANGULA UAANDJA,** under the supervision of **PROFESSOR, MAKGOPA TSHEHLA** has been language edited and proofread. I hereby confirm that neither the research content nor the author's intentions were altered in any way during the editing process. I further guarantee that the quality of the English language in this paper, provided the changes made during the editing process are acceptable.

Please do not hesitate to contact me for any inquiry in this regard.

Yours Sincerely,

Aletta Mweneni Hautemo (Ph. D)
(BE.d Honour English, ME.d – Applied Linguistics and ICT– Rhodes University)
(PhD – Language Education – Stellenbosch University)